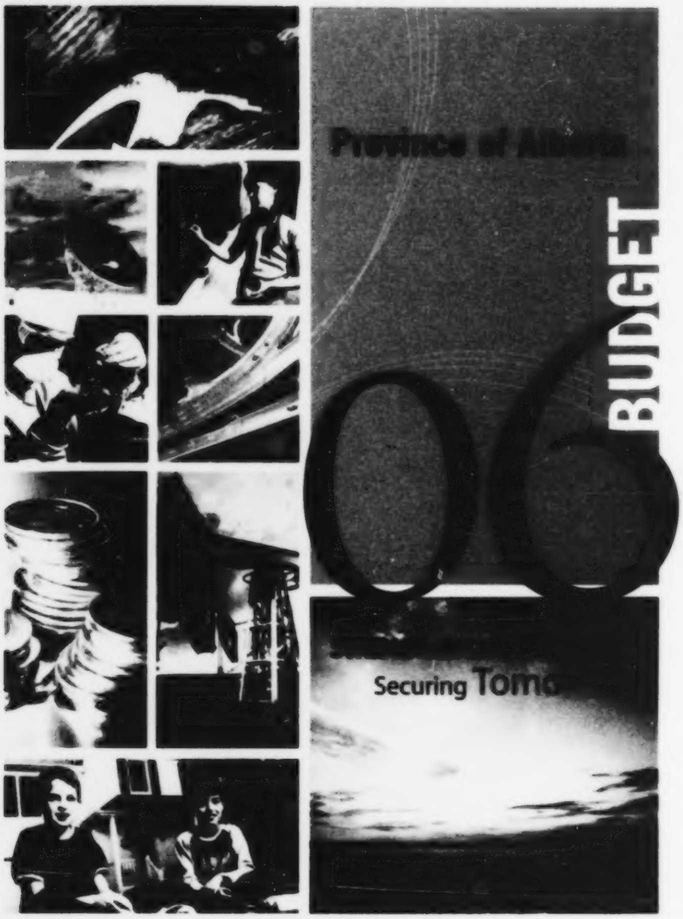
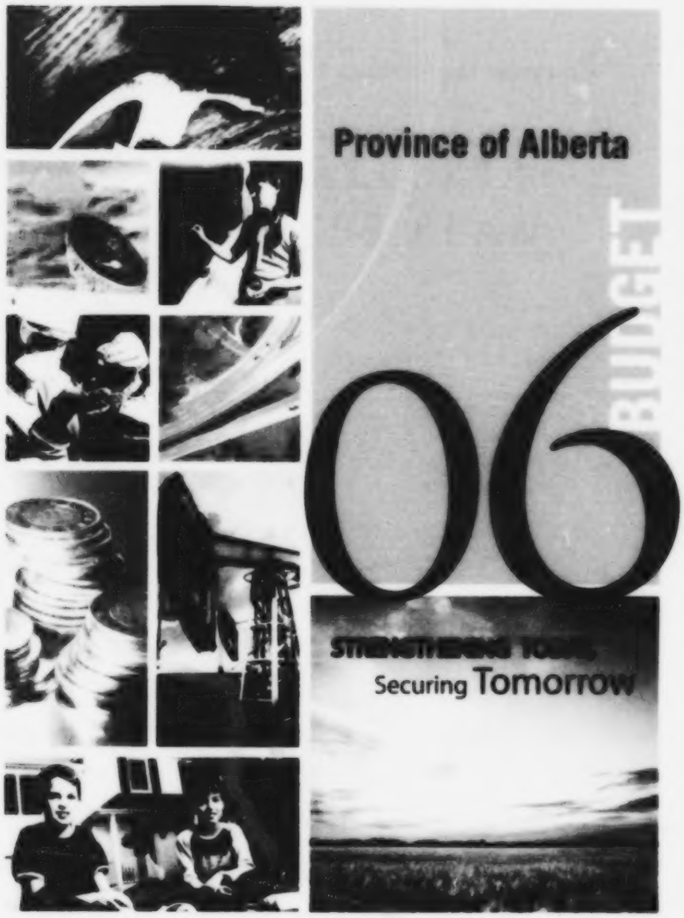

Province of Alberta
BUDGET
06
Securing Tomo

Business Plans

Alberta

106-07009/


Province of Alberta
BUDGET
06
STRENGTHENING TODAY,
Securing Tomorrow

Business Plans

Presented by
Shirley McClellan
Minister of Finance

in the Legislative Assembly of Alberta
March 22, 2006

Table of Contents

Government of Alberta Strategic Business Plan 1

Ministry Business Plans 55

Alberta Heritage Savings Trust Fund Business Plan 361

Index of Charts and Tables 379

Copyright © 2006 Alberta Finance and its licensors. All rights reserved.

GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

THE VISION

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

Province of Alberta
BUDGET
06

STRENGTHENING TODAY,
Securing Tomorrow

Table of Contents

Government of Alberta Strategic Business Plan

Introduction 4

Today's Advantage, Tomorrow's Promise:
Alberta's Vision for the Future 5
  Building on Success 5
  Keeping Albertans' Values in Mind 6
  Working Together 6
  The Vision – Alberta in 2025 6
  The Vision's Themes – People, Preservation and Prosperity 7
  Achieving the Vision 7

Today's Opportunities, Tomorrow's Promise:
A Strategic Plan for the Government of Alberta 8
  An Array of Opportunities: A Theme of Self-Reliance 8
  The Plan 8
    Opportunity 1: Unleashing Innovation 9
    Opportunity 2: Leading in Learning 11
    Opportunity 3: Competing in a Global Marketplace 12
    Opportunity 4: Making Alberta the Best Place to Live, Work and Visit 13
  Conclusion: Building on Albertans' Self-Reliance 16

2006-09 Government of Alberta Business Plan 17
  Managing Our Growth and Securing Our Future 17
  Focus of the Three-Year Plan: Eight Top Priorities 18
    Building and Educating Tomorrow's Workforce 18
    Improving Alberta's Health System – The Third Way 18
    Building Infrastructure for Our Future 18
    Using and Respecting the Land 19
    Building Aboriginal Self-Sufficiency 19
    Saving Lives and Reducing Injury on Alberta Highways 19
    Reviewing Tax Policy 19
    Protecting People's Private Information 20
  Being Accountable to Albertans 20

Table of Contents (cont'd)

2006-09 Government of Alberta Business Plan (cont'd)

Unleashing Innovation

Goal 1 - Alberta will have a diversified and prosperous economy 22

Leading in Learning

Goal 2 - Albertans will be well prepared for lifelong learning and work 25

Competing in a Global Marketplace

Goal 3 - Alberta's international competitiveness will be enhanced 27

Making Alberta the Best Place to Live, Work and Visit

Goal 4 - Alberta's children and youth will be supported in reaching their potential 29
Goal 5 - Albertans will be healthy 31
Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help . 33
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved 35
Goal 8 - Alberta will have a financially stable, open and accountable government 36
Goal 9 - Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments 38
Goal 10 - Alberta will be a fair and safe place to work, live and raise families 40
Goal 11 - The high quality of Alberta's environment will be sustained 43
Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas 45
Goal 13 - The vitality and independence of Alberta's seniors will be supported 47

Capital Plan

Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life 49

Appendix

Expense by Goal 52
Expense by Goal by Ministry, 2006-07 Estimate 52
Expense by Core Business 53
Core Businesses Key 53

Introduction

The Government of Alberta Strategic Business Plan consists of:

- **Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future**
  (Alberta's vision);
- **Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta**
  (20-year strategic plan);
- **2006-09 Government of Alberta Business Plan**
  (Three-year government business plan);
- **2006-09 Ministry Business Plans**
  (Three-year ministry business plans).

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future presents the government's vision for the province in the next 20 years, together with the values of Albertans that support this vision. The vision builds on three themes – people, preservation and prosperity– and introduces four strategic opportunities or "pillars" to help achieve the vision: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

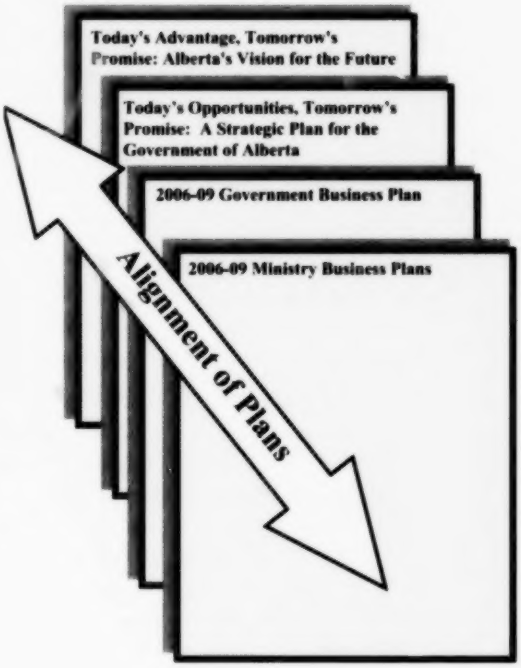
Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta focuses on and supports the vision. It describes Alberta in the year 2025 and expands on the four strategic opportunities or "pillars" to realize this vision.

2006-09 Government of Alberta Business Plan is linked to the fiscal plan and aligns with the longer-term strategies in the 20-year strategic plan. The three-year government business plan is published annually and lays out the government's goals and strategies and the measures necessary to track results.

The 2006-09 government business plan is focused on ensuring that Alberta keeps pace with its projected economic growth, while sustaining its social and natural advantages. It outlines a "work order" that includes eight Top Priorities to manage growth and sets clear expectations for results in each of these priority areas.

2006-09 Ministry Business Plans are published annually and cover a three-year planning period. These plans support both the 20-year strategic plan and the government's three-year business plan.

The vision and these key plans are aligned to ensure that all of government is "pulling together" toward shared goals.


Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
2006-09 Government Business Plan
2006-09 Ministry Business Plans
Alignment of Plans

Alberta's vision and the 20-year strategic plan are periodically reviewed and updated to ensure they continue to reflect the priorities of Albertans.

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future

> ***"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."***

Albertans and their government have created an era of enviable growth and unmatched prosperity. But neither Albertans nor their government are prepared to be complacent. The government is focusing on its long-term vision for Alberta, sustaining close alignment with the directions in the 20-year strategic plan and addressing both opportunities and challenges in its ongoing three-year government business plans.

BUILDING ON SUCCESS

In 1993, Albertans faced some tough choices. The economy was not performing to its potential and the government was spending more than it could afford. Red tape and regulations were hurting business and government had become too big. Albertans told their government to take action and government listened.

Alberta has entered its second century in an enviable position, with a strong economy, no debt and an unparalleled quality of life.

Enormous achievements have been realized:

- The economy has grown strongly and steadily. Alberta's outstanding economic growth has created over 400,000 new jobs in just 10 years.
- The province currently is experiencing surpluses due to high oil and gas revenues and has developed a plan that will ensure over 75 per cent of its 2005-06 surplus will be invested in endowments for future generations and in the priority areas that matter most to Albertans: education, health, infrastructure and the environment.
- Personal and business taxes are lower.
- Alberta is moving forward on the Third Way which focuses on new and innovative ways to ensure a high-quality, accessible and affordable health system for future generations of Albertans.
- Alberta made a commitment at the start of its centennial year that advanced education would be a top priority, and the government introduced the *Access to the Future Act*. This legislation will make Alberta's advanced learning system a leader in Canada.
- Regulations have been streamlined and government has become more effective, efficient and adaptable.

Communities, individuals and stakeholders now want and expect to be full participants in governing the province. Future-shaping events such as the Public Consultation on a Debt-Free Alberta, the Premier's Roundtable on Family Violence and Bullying, Unleashing Innovation in Health Systems – Alberta's Symposium on Health, A Learning Alberta – Dialogue and Directions, and Water for Life: Alberta's Strategy for Sustainability have directly involved individuals, communities and stakeholders in planning Alberta's future in priority areas.

The Government of Alberta also has forged partnerships with communities to find local solutions to critical issues. From consultation on policy or legislative changes to community engagement, through such means as community justice committees, economic development authorities and tourism councils, community participation is part of everyday life across our province.

In a global environment that is challenging and chaotic, we must recognize and build on the accomplishments of the last decade, not rest on them.

Today's Advantage, Tomorrow's Promise envisions Alberta as a place where all Albertans can realize their full potential, where we work together as stewards of Alberta's natural beauty and resources, and where sustained economic growth leads to continued prosperity and realized opportunity.

KEEPING ALBERTANS' VALUES IN MIND

The government's vision for Alberta fully recognizes the desire of its citizens to maximize their own achievements and potential as they take advantage of Alberta's opportunities. Success requires a strong foundation, a strength of purpose and a clear sense of Albertans' values.

The values that provide a strong foundation to the vision and the government's 20-year strategic plan are:

- Albertans' strong belief in the freedom to pursue personal success;
- Albertans' recognition that their right to self-determination is balanced by their responsibility to their family and to the greater community;
- Albertans' pioneering, entrepreneurial spirit and willingness to take risks and embrace new technologies; and
- Albertans' desire for the freedom to control their own lives and their rejection of unnecessary rules or red tape.

WORKING TOGETHER

Individuals, communities, non-profit organizations and businesses all have an important role to play in achieving the vision for Alberta in close collaboration with the Alberta government.

Government leadership provides the framework – the fiscal, economic, social and regulatory policies that will position Alberta to respond to opportunities and address challenges. Government leadership also promotes Alberta's interests and secures benefits for Albertans as an equal partner in a strong, united Canada.

THE VISION – ALBERTA IN 2025

What do Albertans want their province to look like in 20 years? Which social and demographic trends and which opportunities, risks and hurdles will determine the type of Alberta we live in by 2025?

Alberta in 2025 will be a province of four million people, slightly older on average than today's population and more diverse. It will be a province where:

- People are free to realize their full potential and personal choice is the only limit to opportunity;
- Government and industry are responsible stewards of the province's abundance of natural resources;
- People feel safe in their homes, on their streets, in their communities and at work;
- The economic fundamentals of the province are strong and the tax system is designed to promote individual entrepreneurship and the transformation to a knowledge-based economy;
- The economy has shifted toward a knowledge-based approach, with research, technology development and value-added products having a much larger part in the province's prosperity;
- Essential public services such as health and education are contemporary, accessible and affordable, and individuals have a role to play in using these services responsibly;
- The potentially vulnerable in society, including seniors, children and people with disabilities have the support they need to live in dignity, achieve personal satisfaction and independence, and continue to contribute to the betterment of the province;
- Albertans are able to enjoy the province's unspoiled natural areas and wide variety of arts, cultural and recreational opportunities;
- Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans;
- The province's small towns, farms and ranches are a vital part of Alberta. Rural communities, like large urban communities, are vibrant and growing;
- The province is a full, participating partner in Confederation, and the views of Albertans are respected by the federal government; and
- Municipalities and the provincial government work in a fair partnership to serve their constituents.

This picture of Alberta in the future captures the values of Albertans – values that have shaped the province and its unique place in Canada over the previous century.

THE VISION'S THEMES – PEOPLE, PRESERVATION AND PROSPERITY

Alberta's vision, Today's Advantage, Tomorrow's Promise, is centred on the themes of people, preservation and prosperity.

People are at the heart of the Alberta Advantage. Alberta's vision rests on the belief that Albertans are our province's greatest resource and that their ability to realize their potential is the cornerstone of the province's future.

This requires personal and community resourcefulness to meet challenges, and support from government where needed. It requires valuing the diverse gifts that all Albertans bring to their communities.

Preservation means maintaining an environment that is unsurpassed in the world while ensuring sustainable economic growth. Albertans place a high value on the preservation of a clean, healthy, natural environment, where the unique beauty of Alberta is protected for future generations to enjoy.

Prosperity is essential to maintaining and improving Albertans' overall quality of life. Today's Advantage, Tomorrow's Promise is a vision to ensure economic growth that is unmatched in Canada and North America and that ensures individual Albertans have opportunities to work and succeed. The vision is based on sound management and sustainable development of our natural resource-based economy.

Ultimately, however, Albertans will measure our prosperity as a province by more personal and less tangible outcomes – the strength and well-being of our families, communities and society.

ACHIEVING THE VISION

The vision is achieved through four strategic opportunities or "pillars" outlined in the 20-year strategic plan – Unleashing Innovation, Leading in Learning, Competing in a Global Marketplace, and Making Alberta the Best Place to Live, Work and Visit.

Unleashing Innovation focuses on Alberta becoming a world leader in innovation, research, development and commercialization of new ideas.

Leading in Learning means making sure Albertans have the opportunities they need to learn, adapt and develop new knowledge and new skills.

Competing in a Global Marketplace is about creating a business environment that is recognized around the world as an excellent place to do business.

Making Alberta the Best Place to Live, Work and Visit is where these strategies translate into a superior quality of life for Albertans.

Today's Advantage, Tomorrow's Promise is the Alberta government's vision of an Alberta for Albertans – a vision developed by listening to Albertans. It is a vision of unmatched economic prosperity. It is a vision about unleashing the talents of individual Albertans. It is a vision about maintaining a clean and healthy environment. And it is a vision where all of these combine to create an exceptional quality of life.

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta

Today's Opportunities, Tomorrow's Promise is a strategic plan that lays out a course for the Alberta government for the next 20 years. It identifies four strategic opportunities or "pillars" for Alberta to maximize its potential, and suggests a number of specific strategies to take advantage of those opportunities.

AN ARRAY OF OPPORTUNITIES: A THEME OF SELF-RELIANCE

Alberta is Canada's high-energy province. It leads the nation in nearly all economic indicators and is the ideal destination for Canadian families who are looking to start new careers, open new businesses and realize their dreams.

For Albertans, economic success is not an end in itself. Albertans look at economic strength as a key to achieving their personal goals and to sustaining the advantages afforded by good health, strong communities and education systems, low taxes, and a high level of personal freedom and autonomy.

While financial well-being is the anchor of prosperity, other dimensions of family, social, spiritual and physical well-being are essential to fulfill human aspirations. For this province, a strong economy is not merely about numbers on a spreadsheet. It is also about opportunity and success.

Alberta is blessed with an abundance of natural resources that have contributed to its economic fortune. But Alberta's success is built on more than geography. The vital ingredient in Alberta's success story is the hard work and dedication of the people who make up the province – people who dedicate themselves to continuous improvement for themselves, their families, their communities and their province.

Albertans expect their government to create an environment in which they can maximize opportunities. For them, government's job is not to do the work for them; it is to let them do the work themselves. Albertans call this self-reliance, and it is a principle that has shaped this province and its people for more than a century.

This commitment to self-reliance should not be confused with a lack of caring – for neighbours or for the province as a whole. Albertans believe that all citizens have the right to maximize their personal opportunities and the responsibility to help those who need help.

Self-reliance does not mean that there are not important expectations for government.

Albertans expect their government to provide a framework for success through fiscal, economic, social and regulatory policies that create opportunities. They also expect that government will work in partnership with Albertans, municipalities, First Nations, Métis settlements, businesses and others to build Alberta together.

They expect that government will help lead the development of the tools for the 21st century economy – tools such as research, innovation and the development and commercialization of technology. They expect their government to provide the proper infrastructure needed for growth and prosperity and to protect the environment so that Albertans have safe water, air and land today and tomorrow.

Public officials should fund basic services fairly, avoid big government and manage public dollars wisely.

Over the next 20 years, the government intends to ensure the province matches or exceeds its record of success over the previous decade. That is why it has developed this long-range plan. The plan expands on the province's vision for the future and lays out ideas to realize Alberta's abundant opportunities and to address its fundamental challenges.

THE PLAN

Just over 13 years ago, in 1993, the province faced deficits and mounting debt, complex and unnecessary regulatory systems and a government that had become too big. Albertans and their government developed a plan to eliminate the deficit, pay down the debt, remove taxes and regulations that impaired business competitiveness, and refocus the role of government from direct intervener to partner and facilitator.

Today's opportunities are different than those of 10 years ago, and with a solid plan and a commitment to follow it, Albertans and their government are building on the foundation created over the past decade.

The plan is based on four strategic opportunities or "pillars." Each opportunity is presented separately, but they are interrelated. Each complements the other, and success in seizing one opportunity will lead to success in achieving the others.

Opportunity 1: Unleashing Innovation

Over the past 10 years, Alberta's economic growth has been unparalleled. Fuelled by higher-than-expected oil and natural gas prices, annual economic growth has been strong and consistent.

While natural resource-based industries will continue to play a vital role in the provincial economy for many years to come, the province cannot continue to rely on high natural resource prices forever.

In order to achieve exceptional growth, Alberta's economy must expand from its natural resource base, enhance the value of manufactured goods and business services and venture boldly into bio-technology, the life-sciences, nano-technology and other research and development opportunities.

The Alberta government has developed Securing Tomorrow's Prosperity to achieve the economic goals of the strategic plan. It is a market-driven, value-added strategy with a long-term vision to upgrade primary resources, expand manufacturing, develop business services and foster knowledge-based sectors. It also is focused on the growth of a competitive and innovative value-added and business services industry.

Achieving the New Economic Promise: A Knowledge-Based Approach

Fostering a knowledge-based economy means building more value into our traditional goods and services in order to achieve greater returns from international exports. It means using technology to make the most effective use of limited resources and to get the best value and return for Albertans. It also means building on Alberta's strong base of information technology and life sciences to develop and produce new knowledge-based products.

Over the past decade, the provincial government has made great strides toward encouraging a broader economic base. The elimination of needless government regulation has positioned Alberta as a business-friendly province. Alberta's strong fiscal position and favourable personal and corporate tax rates have transformed Alberta into Canada's economic powerhouse.

Our 21st century society, composed of Albertans with roots all over the globe, provides yet another advantage – windows to the world.

The results have been impressive.

Many large companies have invested and expanded operations in the province over the last decade, and Alberta has been cited as the province in which to locate small businesses. The province's service and retail sectors have shown remarkable growth and strength. Alberta companies, large and small, are trading and providing services all over the world. Alberta's labour force is the most productive in Canada.

Great strides have been made, but there are further opportunities. To ensure that Albertans benefit from these opportunities over the next 10 years, the Government of Alberta plans to invest up to five per cent of its annual budget in support of its innovation agenda, as dollars are available.

The Alberta of 2025 will require an **innovative and productive workforce** to keep a strong and changing economy vibrant. With this in mind, government has worked closely with a broad range of stakeholders to develop a new Workforce Strategy. This strategy focuses on a broad range of initiatives to inform, attract, develop and retain a diverse and productive workforce for Alberta.

This strategy will examine ways to promote full participation in the labour market. For example, the provincial government, in partnership with industry, Aboriginal communities and other jurisdictions, will develop new strategies to help Aboriginal people train for, enter and stay in the workforce and participate fully in the economic opportunities of the province.

The Alberta government also will take steps to attract skilled workers from outside the province, guided by a made-in-Alberta immigration policy. Government also needs to ensure that immigrants to Alberta get full recognition for the professional qualifications they bring with them in order for them to make the greatest possible contribution to the province.

One area where more opportunities are available is in the field of **technology development and commercialization**. Alberta's low business taxes have encouraged businesses to invest in the province. The availability of research funding means that significant new technologies are consistently created in Alberta. Alberta must further develop its capacity for research, and bridge the gap between basic research and applied technology.

Often, breakthroughs discovered in Alberta are developed elsewhere.

Recognizing this, the Government of Alberta has developed the Accelerating Innovation in Alberta strategy. Its focus is to encourage innovative Alberta-based companies to develop technologies and convert them into saleable products in Alberta. This will require innovation and collaboration among governments, research institutions, entrepreneurs and businesses.

Another factor in spurring technology commercialization is the availability of **venture capital**. The Alberta government will work with the technology sector and the investment industry to identify and implement competitive mechanisms and frameworks to encourage investment and increase access to venture capital within the province.

Focusing on Our Strengths

Taking a knowledge-based approach will help Alberta's economy grow. But Alberta's traditional strengths in energy, agriculture, forestry and tourism cannot be forgotten.

The Alberta government has made great progress in encouraging the development of the province's traditional resource-based industries.

The tax and royalty systems have spurred record investment in Alberta's oil sands. Alberta's natural gas resources have been upgraded through the expansion of the province's petrochemical manufacturing base. Research initiatives, business risk management tools and disaster assistance programs contribute to the viability of the agricultural sector.

Alberta's **oil sands** are the second-largest deposit of proven oil reserves in the world, next to Saudi Arabia. The orderly development of these reserves is vital to Alberta's future economic prosperity and key to a stable, secure supply of energy for North America in the 21st century.

The provincial government will ensure its tax and royalty structures return fair returns to Albertans while encouraging oil sands expansion.

The government also will continue to increase its investment in research aimed at more innovative and efficient ways of extracting oil from the oil sands; for example, technology that reduces the use of natural gas in oil sands production processes.

The Alberta government also will stimulate new petrochemical investment by working with industry to develop new feedstock supplies through integration with oil sands upgrading and processing.

Another vital resource to Alberta is **natural gas**. Though abundant, Alberta's natural gas reserves are not unlimited. Albertans must find ways to improve natural gas recovery and use natural gas more efficiently and effectively.

Toward this end, the government will actively encourage the extraction of coal bed methane – a valuable source of natural gas in coal, but one that is more difficult to extract. Natural gas in coal has the potential to offset declining conventional natural gas reserves, just as oil sands production is offsetting the decline in production of Alberta's conventional oil reserves.

The Alberta government also is considering further investments in research to turn carbon dioxide into a marketable product. Development of new technologies and the construction of a carbon dioxide pipeline could mean that carbon dioxide becomes a valuable resource in the extraction of conventional oil or natural gas in coal. Such uses also would reduce greenhouse gas emissions from Alberta's oil sands.

The government will focus its efforts to ensure the northern natural gas pipeline can meet the demand for natural gas required to operate Alberta's oil sands production capacity.

Alberta also is fortunate to hold vast amounts of **high-quality coal**. The government will continue to invest in and promote research into making Alberta's already clean coal into an even more environmentally friendly source of energy.

The Alberta government has been a leader in the use of **green power**, having obtained 90 per cent of our power requirements for provincial government buildings from green power commencing January 1, 2005. Following this lead, the government will develop measures to encourage private-sector investment in green power technologies.

Finally, the government will help the **forestry and agriculture industries** expand the value-added component of these industries and provide customers with high-quality, safe and nutritious foods and value-added forest products. For example, through its Life Sciences Strategy, the government is building on the province's research and innovation strengths in key sectors such as agriculture, energy, environment, forestry, health, and information and communications technology.

Using Natural Resources Wisely

Over the past two decades, great strides have been made to take advantage of Alberta's natural resources for the benefit of all Albertans. Development of the oil sands has created an enormous supply of increasingly economical oil that Alberta exports to the world. Alberta's natural forests have been harvested in a sustainable and environmentally responsible way. The province's landscapes support increasing recreation and tourism.

With finite resources, Albertans must make sure that these resources always are put to the best possible long-term use.

Toward this goal, the provincial government will ensure that the **province's land base** is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans. The government, in consultation with Albertans, will develop a comprehensive land use framework for the province.

There are limits to Alberta's available water supply. Our quality of life and economy require a long-term approach to **water management**; therefore, the Government of Alberta is implementing a comprehensive water strategy. Water for Life: Alberta's Strategy for Sustainability advances a watershed approach to water management. This strategy encompasses a broad range of tools to ensure reliable, quality water supplies to maintain healthy aquatic ecosystems over the long term, as well as a sustainable economy.

Alberta's conventional oil and gas reservoirs have significant volumes that can be extracted using enhanced recovery techniques. To obtain the most from our finite resources, the provincial government will develop an enhanced recovery strategy to extend the life of these resources.

Overall, a thriving Alberta economy requires a system in which the competition for finite resources is always decided in favour of Albertans as a whole. The provincial government is responsible for ensuring that competing interests are managed for the benefit of all Albertans.

Opportunity 2: Leading in Learning

At the heart of self-reliance, and of any person's success, is his or her desire to learn. Whether they are in school, learning on the job, or volunteering in their communities, Albertans desire to learn and improve. And, they want the opportunity for their children to be the best they can be. Albertans know that education is the best investment they can make in the future.

Government's role is to ensure an excellent, accessible and affordable learning system that meets the needs of learners, society and the economy. Participation in education is a shared responsibility of learners, parents, stakeholders, the general public and the government. The learning system must support the development of the province's human capital to ensure Alberta is a leader in the knowledge-based world.

Albertans know that investment in education, and supports to ensure children's readiness to learn, is a direct investment in the province's future. For government, the goal for the basic education system is to give students of all ages the opportunity to achieve their full potential.

The Alberta government is continuing work on government-supported recommendations from Alberta's Commission on Learning. The report has provided guidance and direction to government and the Kindergarten to Grade 12 **education system** in order to ensure that the system meets the needs of all Alberta students and is affordable, with sustainable funding over the long term.

For many people, formal education does not end with grade 12. Alberta is among Canada's leaders when it comes to the proportion of the population that pursues lifelong learning opportunities.

Alberta has increased investment to expand learning opportunities and create more spaces at Alberta's universities, colleges and technical institutes, and has held public dialogues on future directions in advanced learning. These dialogues have resulted in a new vision and framework to guide the development of Alberta as a learning society where individuals can reach their potential.

Education helps individuals achieve their goals. Equally important is the fact that education helps the province prosper. These new strategies will help to make Albertans competitive in the global market and ensure full participation in Alberta's communities.

Opportunity 3: Competing in a Global Marketplace

Because Alberta is a major exporter of goods and services, an important strategy for the government is to ensure **reliable export markets**. Alberta individuals and companies export their goods and services across Canada, North America and the world.

Seamless access to the United States, Alberta's largest and most important trading partner, is essential.

Alberta will work with the federal government to examine the feasibility of a customs union with the United States. A customs union would result in common border practices, harmonization of trade policies and regulations, and an end to the use of trade remedies within North America. A customs union would strengthen Canada's overall trade relationship with the U.S. and reduce interruptions to Alberta's access to U.S. markets.

The Alberta government also is committed to maintaining and improving its relationship with the U.S. An Alberta office has been established in Washington, D.C. to ensure Alberta's interests are promoted within the U.S.

It also is important to strengthen partnerships within Alberta and Canada. The Alberta government will develop effective partnerships to expand trade and build a stronger investment climate.

Protecting what Albertans achieve is vital to stimulating continued economic strength. Alberta is an important member of Confederation. Albertans are proud Canadians who believe strongly in their country. But Alberta's interests are not always taken into account by the federal government. Federal programs and policies sometimes have a negative effect on Albertans and the Alberta economy.

The provincial government will continue to work to ensure Albertans are treated fairly within Confederation.

The province will work with other provinces to ensure that the federal government respects provincial jurisdiction and does not take measures that would hurt Alberta's economy or Albertans' quality of life. This includes ensuring regular First Ministers' meetings with the federal government, provincial participation in international negotiations that affect provincial interests and working toward a Triple E senate.

The government also will work to ensure that external influences do not jeopardize Alberta's ability to benefit from its invaluable natural resources, such as oil, gas and coal. The Alberta government will consider carefully all measures that could be taken to ensure provincial interests are protected within Canada and abroad.

Alberta's agriculture industry, a cornerstone of Alberta life for many years, is under pressure from various sources. Generally declining commodity prices will continue to put pressure on all sectors of the industry. Market access in the face of bovine spongiform encephalopathy (BSE) disease has caused significant harm to Alberta's beef industry. These impacts, combined with severe weather and dry conditions, continue to threaten this sector.

The Alberta government will combat the forces negatively affecting the agriculture industry through a variety of measures. Specifically, the government will work to ensure access to foreign markets by strengthening relations with the U.S. and by ensuring Alberta's meat inspection processes are the best in the world. Expansion of the province's meat-processing industry is important to ensure that beef products are packaged in Alberta before being shipped to export markets.

The Alberta government also will ensure its water and land use policies allow the industry to prosper. It will continue to invest in research directed at improving the efficiency of agricultural operations and ensure that value-added products are exported at their highest development potential.

Alberta's **forestry** industry is facing external pressure due to U.S. countervailing duties. The Alberta government is committed to strengthening relations with the U.S. in order to resolve current issues and avoid future problems.

The government also will promote **tourism** development through its comprehensive land use policy and by informing Canada, North America and the world about Alberta's spectacular tourist destinations.

A leading economy requires leading public **infrastructure and transportation**. Modern infrastructure and transportation systems are essential to attract investment and skilled workers. Efficient electric transmission lines and oil and gas pipelines, well-equipped health facilities, good schools and post-secondary facilities, high-quality water systems and safe and modern roads are key factors to a strong economy.

The government will continue to work with local governments, economic development authorities, industry and others in the community to ensure infrastructure and transportation systems support economic and demographic growth.

The government will continue to place a priority on planned, stable capital expenditures through the use of these mechanisms. This includes making funds available for timely maintenance and preservation of our capital assets and taking advantage of new approaches to funding capital projects, such as public-private partnerships. Alternative financing options will be used only if they make economic sense and if they get new infrastructure and transportation on stream efficiently and quickly.

In order to remain globally competitive, Alberta must also work towards continued improvement in **productivity**. A competitive tax system, improvements in workplace health and safety, positive labour-management relationships, the development of new technologies and the removal of unnecessary legislative impediments will enhance the productive competitiveness of Alberta industry.

The Alberta government will continue to support an environment in which **small businesses** can succeed. This means keeping taxes low and eliminating unnecessary rules and regulations. Albertans – always innovative, always willing to take risks – will do the rest themselves.

Opportunity 4: Making Alberta the Best Place to Live, Work and Visit

Albertans have come to expect high-quality social programs and services, and the Alberta government remains committed to providing them.

Over the next 20 years, Albertans and their government will face some significant challenges in improving upon the high-quality services Albertans expect.

For example, the real cost of providing quality health care will continue to grow. Over the past 10 years, per capita health care costs have outpaced inflation and economic growth. As the population ages, pressures on health and related services, including the cost of new drugs and technologies, are expected to increase. Albertans know that constantly pouring greater and greater amounts of money into health care does not guarantee the sustainability of the system; in fact, it threatens it.

Similarly, the costs of providing Alberta students with a quality education and support services to children and families also are rising.

Government must make sure that its revenues are sufficient to meet the costs of these programs and must take steps to keep these programs affordable and sustainable without sacrificing quality. Innovation will play an important role in improving services for Albertans.

Ensuring Adequate Revenue

The Alberta government has taken some steps over the last decade to make sure adequate revenues are in place to fund programs and services.

The Sustainability Fund was created to cushion spending plans against revenue volatility, resulting in improved predictability in program funding from year to year.

Most importantly, paying down the provincial debt has freed up funds for programs and services – funds that otherwise would have gone to debt-servicing costs.

But the potential for a decline in natural resource royalty revenues means that the Alberta government must take additional steps to ensure revenues are adequate to meet Albertans' expectations. The Alberta government will continue to monitor the tax regime and set out fiscal policies with the temporary nature of resource revenues in mind.

Improving Services for Tomorrow's Albertans

To ensure Albertans can continue to enjoy the level of services that are currently provided and enhance services in other areas, innovative ways of funding and delivering programs and reducing costs, where possible, are required.

The Alberta government has taken significant steps to improve the efficiency, effectiveness and economies of program and service delivery over the past 10 years. For example, administrative costs for health care have been streamlined significantly. Providing some publicly funded health services in modern, private clinics rather than in expensive hospital settings, coupled with new drugs and technologies, has improved patient service. Programs such as the Health Link and primary care initiative provide new ways for Albertans to access health services quickly.

The provincial government also has improved service delivery through the development of a well-educated, service-oriented, innovative and motivated public service.

But even with these improvements, new methods of program delivery and funding are required. Government must maintain responsibility for setting policy and monitoring outcomes to ensure the desired results are achieved. Programs should be delivered by those best able to deliver them effectively and efficiently, whether government, the private sector, non-governmental organizations or partnership among these parties.

Health care. Alberta's health care system has undergone a number of changes in the past 10 years. Regional health authorities, health providers and community partners have worked together to improve access, streamline services, open up new approaches to care and respond to the needs of Alberta's fast-growing population.

The government has committed to a Third Way to further evolve the health system for the future.

This is why Alberta hosted an international symposium on health. Unleashing Innovation in Health Systems: Alberta's Symposium on Health brought some of the world's leading experts in health systems innovation to Alberta to present their ideas to health system leaders, providers and stakeholders.

There is no single solution to the challenges of our health care system. Instead, it is important to move ahead with hundreds of ideas and improvements that meet patients' needs and make a positive difference in the health of Albertans.

As a step in this direction, the Alberta government will evaluate alternative ways to finance programs not covered by the *Canada Health Act*, such as long-term care and prescription drugs, and explore cost-sharing approaches to a wide range of services. Working with health care providers, the government is promoting healthy living and wellness and making services more efficient and accessible for all Albertans.

As well, there is an important emphasis on recognizing the impact of health research and technology on the community as an economic driver – as a benefit, not just a cost.

Services to Alberta's children are not only an important service to those in need, they are also an investment in the human potential of the province. Getting a healthy start in life is critical to the success of Alberta's children and the realization of Alberta's vision for 2025.

The Alberta government will continue to place a priority on children's services, especially those services that are designed to enable children to succeed at learning. A significant focus will be placed on programs that promote early childhood development and other prevention strategies to support families in promoting the optimal development of children.

Overcoming barriers to success at an early age will help children achieve and help society avoid the cost of lost potential. Community partnerships provide leadership in helping young Albertans succeed.

Helping those in need is essential to Alberta's success. More importantly, Albertans want to be sure that fair and compassionate programs are available for those who need some support.

Barriers to full participation in the province's economic and community life can result in limited opportunities and contribute to poor health status. Children from low-income families may not enter school ready to learn. Aboriginal children and communities may require support to ensure the gap is closed between the socio-economic status of Aboriginal and non-Aboriginal Albertans. Children from new Canadian families may face literacy challenges as well as a lack of training in English as a second language. Persons with disabilities and seniors may face financial challenges, lack access to affordable housing or lack the necessary supports for independence.

The Alberta government will encourage initiatives that assist families and support children to realize their potential, enhance the participation of Aboriginal people in the Alberta economy, and ensure that seniors and Albertans with disabilities enjoy adequate incomes and the supports necessary for independence.

Continuously Improving Quality of Life

The stimulation of Alberta's economic growth will enable the province to fund essential services, which in turn helps create a high quality of life.

However, quality of life is more than a growing economy and good social programs. It is also about people being able to realize their dreams, feeling safe in their homes and on their streets, knowing their natural environment is protected, and being enriched by cultural, sport and recreational opportunities in their neighbourhoods.

The Alberta government is committed to making investments in all of these factors that contribute to the overall quality of life for all Albertans.

Strong municipalities are an essential part of a strong Alberta. The provincial government will continue to work toward enhancing its relationships with its local governments. Ensuring that the roles and responsibilities of local governments are well defined means that municipalities can continue to be responsive to the needs of their communities and remain financially strong and viable.

Vibrant **rural communities** also are essential to the province's economy and overall quality of life. The Alberta government will implement its Rural Development Strategy, A Place to Grow, that assures dynamic rural communities where families, individuals, organizations, businesses and governments are contributors to the growth, prosperity and quality of life of Albertans.

Alberta SuperNet provides an electronic highway to hundreds of communities, making it possible for businesses and individuals in rural areas to compete globally. Health services and educational opportunities will be enhanced by new technologies.

The economic opportunities of the Calgary-Edmonton corridor can be distributed more widely with appropriate infrastructure and transportation.

Safe communities are critically important to the well-being of Albertans and their children. The Alberta government will continue to invest in Alberta's communities to make them among the safest in North America. Government will focus on the continued reduction of violent crime by improving its commitment to policing and getting tougher on those who commit violent offences.

The Alberta government has committed to an integrated, community-based approach to preventing and responding effectively to family violence and bullying. The Premier's Roundtable on Family Violence and Bullying has developed a strategy that will improve the capacity of communities to respond to one of our province's most serious social issues. It proposes solutions that focus on families, schools, communities and regional collaboration.

The government is taking strong action to tackle the issue of crystal methamphetamine. Initiatives will include a focus on prevention, increasing the availability of addictions services and legislative responses.

The government will play a leadership role in establishing a more responsive justice system by focusing on preventative strategies, expanding the availability and scope of dispute resolution options and using technology to facilitate access to justice services.

The Alberta government will help build safer communities by involving the communities themselves, along with the private sector, families and individuals. It also will continue to pressure the federal government to take tough positions against violent crimes and those who commit them.

Safety is not limited to protection from crime. Albertans need to feel safe in their homes, at work and at play. To provide this assurance, the government supports programs and initiatives for safety standards, injury prevention and safety on our streets, promoting partnerships wherever possible.

World events have highlighted a need to provide security from threats of a global nature. The Alberta government will continue to focus on mitigating, preparing for, responding to and recovering from major emergencies and disasters at the provincial and local levels. The government will continue development of a world-class security and emergency preparedness framework for the province.

A **clean natural environment and a vibrant cultural mosaic** are other key components of ensuring a high quality of life. This includes ensuring Alberta's natural areas remain unspoiled and protecting the quality of Alberta's air, lakes and rivers.

The Alberta government will place a priority on Alberta's quality natural environment by developing a framework for maintaining its existing natural areas. The implementation of the government's new water strategy will provide for the continued high quality of Alberta's lakes, rivers and streams and also will address water conservation challenges.

The Alberta government also will develop strategies that encourage innovative solutions on climate change and ensure a balanced and sustainable approach to growth and industrial and resource development.

Alberta's vibrant, artistic and cultural mosaic not only enriches the lives of all Albertans, but also opens the doors to more international trade opportunities. The Alberta government will continue to value the province's artistic and cultural diversity by providing support for community needs.

Albertans value their **personal and economic freedoms**. Over the past 10 years, the provincial government continuously has reviewed its programs, policies, regulations and legislation to ensure it is not interfering needlessly in the lives of Albertans. This requires a continuous commitment to review programs and end government involvement in areas that can be better delivered by others.

Government also must ensure that it does not waste time and resources in providing services that should be the responsibility of individual Albertans.

To that end, the Alberta government will continue to review its regulatory systems to ensure that Albertans are not over-regulated and businesses can continue to thrive. If it finds laws or rules that make no sense, it will abolish them.

CONCLUSION: BUILDING ON ALBERTANS' SELF-RELIANCE

This plan for Alberta's future is based on a truly Albertan characteristic – a dedication to strong individuals within strong communities.

The Alberta government is committed fully to the values and vision on which this plan was built.

This plan was developed with advice from people from across the province. The government will continue to work with Albertans, including the private sector, communities and non-governmental organizations, to refine the plan in order to ensure it continues to reflect the changing environment in which Albertans live.

2006-09 Government of Alberta Business Plan

The 2006-09 Government of Alberta Business Plan is focused on ensuring that Alberta keeps pace with its projected economic growth and becomes an even better place to live, work and raise a family.

This three-year government business plan advances the four strategic opportunities of the government's 20-year strategic plan: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

MANAGING OUR GROWTH AND SECURING OUR FUTURE

The 2006-09 government business plan addresses the significant opportunities and challenges facing the province over the next three years. For one, Alberta is expected to continue enjoying the strongest economic growth of any province in Canada. The annual rate of growth is projected to average around four per cent over the next three years. There are over $120 billion in capital projects planned or in progress in Alberta. While this level of economic activity is contributing to population growth and the high quality of life in Alberta, it also generates growing labour shortages and puts pressures on our environment and infrastructure. Managing this growth is the most significant challenge facing the province.

Secondly, the province can expect further surpluses driven by higher energy revenues. However, energy prices remain volatile and it is difficult to know today how much additional revenue will be available in the future. If we want our children to enjoy the quality of life we have now, we must manage these surplus resource revenues in a responsible manner. That is why over 75 per cent of the 2005-06 surplus was invested in the future. The province will continue to set aside a significant portion of each year's surplus for endowments to support long-term priorities that will benefit Albertans for generations to come. It is also investing in infrastructure, education, health and other current priorities identified by Albertans. These strategic investments in roads, schools, hospitals and other capital projects are critical for Alberta's communities now and for the future.

Thirdly, the social fabric of Alberta is changing. Our population is aging. Alberta is becoming more urbanized and more culturally and ethnically diverse as the province's advantages attract thousands of people from other parts of Canada and the world every year. At the same time, rural Albertans are emphasizing the need for vibrant rural communities and a stronger, more resilient agricultural sector. The government is addressing these priorities through A Place to Grow, its Rural Development Strategy. Alberta has committed to advance learning for all Albertans as a cornerstone to building the innovative, knowledge-driven economy we need to sustain future prosperity in all parts of the province.

Finally, Alberta is poised to affirm its place in Canada and in the world as an innovative, entrepreneurial leader. From breakthroughs in medical research to technological advances in new and emerging sectors to job growth, Alberta's successes contribute to a stronger Canada in diverse and exciting ways.

To take full advantage of Alberta's opportunities and to meet its challenges, the government has outlined a "work order" focused on eight Top Priorities over the next two years. These priorities are:

- Building and Educating Tomorrow's Workforce;
- Improving Alberta's Health System – The Third Way;
- Building Infrastructure for Our Future;
- Using and Respecting the Land;
- Building Aboriginal Self-Sufficiency;
- Saving Lives and Reducing Injury on Alberta's Highways;
- Reviewing Tax Policy; and
- Protecting People's Private Information.

The three-year government business plan provides actions for these eight Top Priorities and outlines the 14 goals and supporting strategic priorities set for the 2006-09 planning period.

The 2006-09 government business plan positions

Alberta to make the most of its economic, social and natural advantages. It is a plan for strategic management of our province's growth and a plan for securing its future.

FOCUS OF THE THREE-YEAR PLAN: EIGHT TOP PRIORITIES

The Government of Alberta has outlined eight Top Priorities as the focus of the 2006-09 government business plan. Although each of these priorities contributes significantly to the achievement of one or more of the 14 goals outlined in the business plan, each is aligned only with the goal to which it is most stongly related. These priorities will be achieved through close collaboration and cooperation across a number of ministries.

Building and Educating Tomorrow's Workforce (Aligns with Goal 1)

Alberta is facing a number of demographic trends – an aging population, low birthrate, urbanization, and slowed interprovincial migration – all of which are affecting our ability to meet the labour force demands of a rapidly growing economy. Projections suggest Alberta will face a shortage of 100,000 workers over the next ten years. Alberta must cultivate and attract people with the skills to meet diverse needs in order to sustain its future economic growth.

Actions

- Develop and approve a refocused and coordinated labour force development strategy that addresses emerging and critical labour needs.
- Implement the *Access to the Future Act* to enhance the quality of advanced learning opportunities and to encourage more innovation in the advanced learning system. An Access Advisory Council will be established and the first earnings from the Access to the Future Fund will be distributed.
- Implement recommendations from A Learning Alberta Forum with a focus on improving affordability, accessibility and quality of learning opportunities for adult Albertans.

Improving Alberta's Health System – The Third Way (Aligns with Goal 5)

While Albertans value the health care they receive, providing timely access to quality health services is increasingly challenging. The growing cost of the health system also needs to be addressed. Improving Alberta's public health system is a priority for the government, with a focus on enhancing accessibility, quality and sustainability and improving the overall health status of Albertans.

Actions

- Develop a child and youth wellness strategy to address the health, well-being and mental health of children.
- Increase the availability of addictions services and take specific and targeted action to tackle the crystal methamphetamine problem.
- Develop and implement a common pharmaceutical framework to control spiraling drug costs and increase coverage.
- Develop and implement strategies to improve the quality of long-term care.
- Develop recommendations for an insurance program that considers coverage of continuing care, prescription drugs and other non-emergency health services.
- Implement a province-wide electronic health record that provides diagnostic imaging test results.

Building Infrastructure for Our Future (Aligns with Goal 14)

Population growth and a booming economy are challenging the province's public infrastructure. The backlog in infrastructure maintenance needs to be addressed. A comprehensive plan to address existing infrastructure needs and future investment in infrastructure is key to supporting future economic growth.

Actions

- Develop a 10-year comprehensive capital plan to address existing deferred infrastructure maintenance and future investment in new infrastructure projects.
- Complete the CANAMEX Trade Corridor to support increased north/south trade.
- Improve the Fort McMurray highway corridor to address public safety and traffic capacity.
- Construct Calgary and Edmonton ring roads.

Using and Respecting the Land (Aligns with Goal 1)

Urbanization, population growth and a strong economy have combined to increase pressure on and competition for use of Alberta's natural resources. Effective management of the competing interests of surface and sub-surface development, agricultural production, urban settlement, watershed management, recreation and preservation of natural beauty and wildlife habitats is critical to Alberta's high quality of life and continued economic prosperity.

Actions

- Develop an Alberta Land Use Framework for effective management of competing land use interests.
- Continue to implement the Water for Life Strategy to support a healthy and sustainable water supply for communities, for the environment and for Alberta's economic well-being.
- Improve monitoring and reporting and provide better access to reliable information on our resources and environment.
- Promote research, development and commercialization to improve extraction, upgrading and refining of Alberta's hydrocarbon resources and reduce environmental impacts.
- Position Alberta as a leader in adapting and integrating clean coal technology to provide an energy source to produce electricity, heat, hydrogen, fuels, chemical feedstocks, and in the future move CO_2 to support enhanced oil recovery, with near zero or minimal environmental impacts on land, air and water.

Building Aboriginal Self-Sufficiency (Aligns with Goal 7)

Alberta's Aboriginal, First Nations and Métis peoples are the fastest-growing demographic group in the province. Aboriginal people have a key role to play in Alberta's economic prosperity as well as in determining the future direction of their communities.

Alberta is currently involved in self-government negotiations with the First Nations and the federal government. Alberta's negotiators are committed to ensuring the best interests of all Albertans are served in this important process. At the same time, there is no clear regulatory regime on reserves to regulate economic and resource development. This discourages much-needed investment in on-reserve development. Clarity in this area is needed to improve opportunities for Alberta's Aboriginal communities on reserve.

Actions

- Implement a framework to guide provincial participation in self-government negotiations with the federal government and First Nations.
- Establish regulatory mechanisms to enable economic activity on reserve.

Saving Lives and Reducing Injury on Alberta Highways (Aligns with Goal 10)

The societal cost of traffic injuries and fatalities, including health care, policing, property damage and lost work, is very high. In 2003 alone, traffic collisions in Alberta claimed 385 lives and caused 26,426 non-fatal injuries. The Government of Alberta is making Saving Lives and Reducing Injury on Alberta Highways a priority because traffic collisions can be prevented. Saving lives and preventing injuries will benefit thousands of families, communities and businesses in all corners of the province.

Actions

- Develop and implement a Traffic Safety Plan, which provides a coordinated approach for the development of new strategies, including legislation and increased enforcement.
- Through coordinated leadership, specifically address issues such as traffic safety, driver education and licensing, enforcement, technology and sustainable funding.

Reviewing Tax Policy (Aligns with Goal 8)

Various tax policy options have been considered over time in order to ensure Alberta's tax system remains competitive. Tax policy decisions need to balance competitiveness with the need to ensure that the tax base is sufficient to support the province's programs.

Action

- Build on results of the current tax review to ensure tax competitiveness, economic efficiency, fairness and revenue stability.

Protecting People's Private Information (Aligns with Goal 10)

As governments, citizens and businesses increasingly seek greater coordination, integration and automation to improve service delivery, all reasonable measures must be taken to ensure personal information is managed with the highest standards of security.

Action

- Develop a government-wide strategy to ensure personal information entrusted to government is managed to ensure privacy and security.

These eight top priorities comprise a clear and concise "work order" and the government will be accountable to Albertans for making significant progress on these eight priorities in the 2006-09 business plan.

BEING ACCOUNTABLE TO ALBERTANS

The Government of Alberta Business Plan is an ongoing three-year plan that is part of the government's commitment to be open and accountable to the people of Alberta.

The *Government Accountability Act* requires that the government annually publish a three-year consolidated fiscal plan that includes a three-year consolidated capital plan for the government and a three-year government business plan. The *Act* also requires that the government annually publish the results of its performance against the performance measures targets established in the three-year government business plan and to explain significant variances from the targeted results.

Performance results for the 2006-09 government business plan will be published in the Measuring Up report released as part of the 2006-07 Government of Alberta Annual Report at the end of June in 2007.

Core Businesses and Goals

The 2006-09 government business plan has 14 goals that are broad statements of what the government is trying to achieve in each of its core businesses and with its capital investment. The government's core businesses encompass its principal areas of responsibility and are linked to one or more of the government goals. They provide a functional breakdown of the work the government does for Albertans and are the primary categories for allocating budgetary resources. The core businesses are summarized in the Expense by Core Business table and Core Businesses Key in the Appendix.

The goals should not be considered in isolation. Progress toward one goal often results in progress being made toward other goals. Furthermore, the government cannot achieve the goals alone. The government works in partnership with other levels of government, communities, businesses, industry, and not-for-profit sectors toward the achievement of Alberta's goals.

Each of the government's goals provides information about the government's priorities for the next three years and what resources will be used in working toward the goal. The information is presented in the following sections: What it means; Three-year strategic focus; Link to ministry business plans; What it costs; and Measures.

What it means

Each goal includes a "What it means" section that describes the goal from the government's perspective and provides context for the goal statement. It also directs readers to related goals in cases where the government's work toward achieving the goal affects progress toward other goals in the three-year government business plan.

Three-year strategic focus

The "Three-year strategic focus" section summarizes the government's strategic priorities for each of the goals.

Strategic priorities are major initiatives that the government will undertake during the next three years, over and above ongoing program and service delivery responsibilities, to address significant opportunities and challenges related to the goals. Although more than one ministry is usually involved in working to address a strategic priority, only the lead ministry (or ministries) is shown. More detailed information is available in the three-year business plans of the ministries that are linked to the strategic priorities.

These strategic priorities include the eight Top Priorities that are the focus of the 2006-09 government business plan. Although the Top Priorities support more than one of the 14 goals, each is listed only under the goal to which it is most strongly related.

Link to ministry business plans

Each goal has a "Link to ministry business plans" section that lists the ministries that contribute financially to achieving the goal. The Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix provides a breakdown of ministries' planned spending for the government goals.

Additional information about the work government is doing to achieve its goals is provided in the three-year business plans of the ministries that are linked to each goal. Ministries indicate how their business plan goals relate to and support the government goals in the "Link to the Government of Alberta Strategic Business Plan" section of their three-year government business plans. Ministry business plans are an integral part of the Government of Alberta Strategic Plan and are published in the Business Plans volume of the Budget.

What it Costs

The "What it costs" section for each goal shows the annual provincial spending directed at achieving the goal. The first 13 goals are linked to the government's 2006-09 Fiscal Plan through the expense by function (core business) breakdown of the government's spending. The Expense by Goal table in the Appendix summarizes the planned spending for the first 13 goals over the next three years.

Goal 14 has a different perspective than the other goals. It is the government's goal for its investment in the province's infrastructure, which provides essential support for achieving all of the government's goals. Goal 14 is linked to the government's 2006-09 Capital Plan that includes the total value of capital being acquired or directly supported by the provincial government. The Capital Plan includes spending from across the government's core businesses in the form of grants to local authorities, as well as investment in provincial government-owned capital and the value of projects being alternatively financed.

Measures

The "Measures" section of each goal includes two groups of measures: societal measures and performance measures.

Societal measures track broad social and economic trends in the province. These measures are influenced by numerous factors that are outside of government and should be viewed as measures of the province's well-being, taking into account all of the influencing factors both within and outside of the province.

The efforts of individual Albertans, business and industry, communities, not-for-profit groups and other levels of government also play an important role in contributing to the province's well-being and influence the results of societal measures. To show the recent trend for these provincial measures of well-being, societal measures are presented in the business plan with five years of results and the desired results that indicate progress toward the goal.

Performance measures track what the government would like to achieve in making progress toward the goal. These measures are presented in the business plan with the last actual results and targets for each of the three years of the plan.

Targets for performance measures are established based on what the government would like to achieve given previous results, budgeted resources and the expected effects of significant factors that influence the results for the measures. Results for performance measures, including a discussion of the effects of significant factors, will be published in the 2006-07 Measuring Up report.

Taken together, the societal and performance measures help the reader to assess the current well-being of the province with respect to the goals and whether the government's overall initiatives are effective in contributing to achievement of the goals in the short-term and over time.

GOAL ONE 1 Alberta will have a diversified and prosperous economy

What it means Sustainable economic growth and prosperity are essential to maintaining and improving Albertans' overall quality of life. Innovation, value-added diversification and global competitiveness are key for sustaining the momentum of Alberta's economy. (Progress toward Goal 1 results in progress being made toward achieving Goals 2, 3 and 8.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Building and Educating Tomorrow's Workforce** (Human Resources and Employment; and Advanced Education) – Work with partners and stakeholders on strategies to help ensure that Alberta has an innovative, well-educated, skilled and adaptable population that will support economic and social prosperity and maximize Alberta's competitive edge in the global economy. (This priority also supports Goal 2.)

✔ **Using and Respecting the Land** (Sustainable Resource Development; Energy; Environment; Municipal Affairs; Community Development; Aboriginal Affairs and Northern Development; and Agriculture, Food and Rural Development) – Develop a land use framework for effective management of competing land use interests to preserve Alberta's high quality of life and continued economic prosperity. A critical success factor for this framework will be the enhanced promotion of a stewardship ethic with partners, stakeholders and industry through public education and outreach programs. A vital component of this framework will be an Alberta approach to biodiversity and landscape management to maintain the province's natural advantage. (This priority integrates with Sustainable Resource and Environmental Management (SREM) under Goal 11.)

- **Agriculture Growth Strategy** (Agriculture, Food and Rural Development) – Implement the growth strategy to provide the opportunity for sustainable growth in primary agricultural production to $10 billion and in the value-added industry to $20 billion by 2010.
- **Animal Health and Food Safety Surveillance** (Agriculture, Food and Rural Development) – Implement processes that will help maintain Canada's status as a minimal risk country and promote Alberta's safe food practices as among the best in the world, helping to contribute to the growth of the industry.
- **Business Risk Management** (Agriculture, Food and Rural Development) – Work in partnership with industry and other governments to help business managers make the decisions necessary to mitigate the impacts of the inherent risks in the agriculture and food industry.
- **Research and Innovation Strategic Framework** (Agriculture, Food and Rural Development) – Focus efforts on the agriculture and food industry's ability to support strategically targeted research.
- **Rural Development Strategy** (Agriculture, Food and Rural Development) – Secure a stronger future for rural Alberta and sustainable rural communities by strengthening economic growth, community capacity, quality of life, infrastructure, health care, education and skill development. Expand opportunities in rural communities and ensure a strong voice for rural Albertans. Meet the needs of seniors living in rural communities. Increase the participation of Aboriginal Albertans and rural youth in setting the course for rural communities. Preserve Alberta's environment. (This priority also supports all other goals.)
- **Six-point Recovery Strategy** (Agriculture, Food and Rural Development) – Assist the beef industry in its recovery from the impacts of bovine spongiform encephalopathy (BSE) through six elements:

GOAL ONE 1 Alberta will have a diversified and prosperous economy

addressing slaughter capacity; new product development; set-aside programs; surveillance; the Canadian Agricultural Income Stabilization Program; and research initiatives.

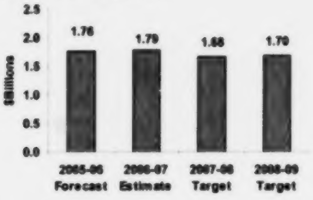
- **Managing Growth and Prosperity** (Economic Development) – Work with industry to create a competitive hydrocarbon industry to expand the market for Alberta's bitumen and produce higher value products in Alberta; and enhance the development and operations of the Regional Economic Development Alliances in support of rural economic sustainability.
- **Alberta Integrated Energy Strategy** (Energy) – Develop and promote Alberta as a global energy leader by building on Alberta's energy advantages to diversify and increase production from conventional and non-conventional sources, strengthen value-added development, expand markets for Alberta's energy products, and improve energy infrastructure.
- **Electricity and Natural Gas Markets** (Energy) – Enable and foster competitive wholesale and retail markets for electricity and a competitive retail market for natural gas to provide Alberta consumers with choice, innovative services, reliability and competitive prices.
- **Socially Responsible and Progressive Gaming and Liquor Industries** (Gaming) – Ensure Alberta's privatized liquor industry and charitable and provincial gaming activities contribute towards Alberta's economic prosperity while achieving a balance between consumer choice and the responsible provision of alcohol and gaming entertainment. Current priorities include administering the new Alberta Server Intervention Program and conducting a review of liquor and gaming policies, legislation, and regulation.
- **Labour Force Development** (Human Resources and Employment) – Partner with industry, employers, labour organizations and other stakeholders to develop, promote, coordinate and support strategies that foster the growth of the Alberta labour force.
- **Accelerate Innovation** (Innovation and Science) – Accelerate innovation in Alberta, with emphasis on increasing commercialization of research and industry growth. Build the capability and capacity of the research system. Build research excellence in the strategic priority areas of energy, information and communications technology and life sciences, making one of the focus areas the development, attraction and retention of highly qualified people. Implement the Alberta Life Sciences Strategy, the Alberta Information and Communications Technologies Strategy, and Alberta Energy Innovation Strategy.

Link to ministry business plans

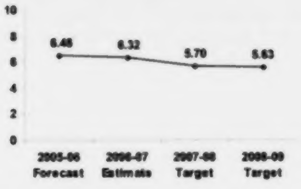
The following ministries will dedicate spending toward achieving Goal 1: Agriculture, Food and Rural Development; Economic Development; Energy; Finance; Gaming; Government Services; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal One Expense



Per Cent of Total Expense



GOAL ONE 1

Alberta will have a diversified and prosperous economy

Measures

The following measures track progress toward achieving Goal 1:

Societal Measures	2000	2001	2002	2003	2004	Desired Results 2006-09
Gross Domestic Product (GDP)*						
Three-year compounded annual average growth rate of real GDP.	3.7% (1998 to 2000)	3.9% (1999 to 2001)	2.1% (2000 to 2002)	2.8% (2001 to 2003)	3.7% (2002 to 2004)	2.5%
Distribution of Gross Domestic Product (GDP)						
Three-year average of the percentage of real GDP by selected industry sectors:	1998 to 2000	1999 to 2001	2000 to 2002	2001 to 2003	2002 to 2004	2008 to 2010
Agriculture and Forestry	3.1%	2.9%	2.5%	2.2%	2.1%	2.2%
Mining and Energy	18.5%	17.6%	16.5%	15.8%	15.4%	16.0%
Manufacturing	10.4%	10.4%	10.3%	10.0%	10.0%	10.9%
Construction and Utilities	10.0%	10.4%	10.6%	10.4%	10.1%	10.2%
Business and Commercial Services	9.2%	9.5%	9.9%	10.3%	10.4%	10.8%
Other Services.	48.7%	49.2%	50.2%r	51.4%	51.9%	50.0%
Personal Disposable Income*						
Current dollars per capita (inter-provincial rank).	$22,559 (2nd highest)	$24,709 (highest)	$25,039 (highest)	$25,718 (highest)	$26,961 (highest)	Highest

	Last Actual		Target	Target	Target
Performance Measures	**Results**	**Year**	**2006-07**	**2007-08**	**2008-09**
Investment in Manufacturing and Service Industries					
Value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries. (Percentage change).	$13.1 billion (4.6%)	2004	$14.4 billion (7.0%)	$15.4 billion (7.0%)	$16.4 billion (7.0%)
Upstream Oil and Gas Industry Investment in Alberta					
Annual capital expenditure in Alberta on exploration and development of conventional oil and gas resources and the oil sands.	$24.7 billion	2004	$15 billion (2006)	$15 billion (2007)	$15 billion (2008)
Labour Force Participation Rate					
Inter-provincial rank of labour force participation (as a percentage of the working age population).	#1 (73.6%)	2004	#1 (highest among the provinces)		
Government Support for Innovation					
Percentage of Government of Alberta expense used to support innovation.	1.42%	2004-05	Increasing up to 5%, as affordable, by 2015		
Sponsored Research at Alberta Universities					
Total sponsored research revenue attracted by Alberta universities.	$650 million	2004-05	$750 million	$793 million	$836 million
Business Expenditures on Research and Development					
Alberta business expenditures on research and development.	$782 million	2003	$818 million	$854 million	$890 million

* Historical data revised.

r Revised.

GOAL TWO 2

Albertans will be well prepared for lifelong learning and work

What it means Quality basic and advanced education, lifelong learning and human resource development enables Albertans to be responsible, caring, creative, self-reliant and contributing members of society. The system helps Albertans develop the learning, work and life skills they need to achieve their aspirations and maximize their potential. (Progress toward Goal 2 results in progress being made toward achieving Goals 1, 3, 4, 5, 6 and 7.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

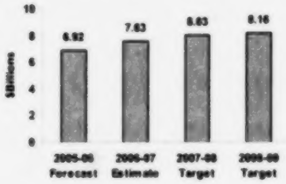
- **Access for All Learners** (Advanced Education) – Expand regional and community access to advanced learning opportunities through the strategic application of technology, expansion of degree-granting capacity within the system, clarification of roles relative to communities and provision of the tools necessary to allow learners to succeed.
- **Affordability for All Learners** (Advanced Education) – Ensure that Albertans have access to affordable learning opportunities through policies and programs that are responsive to the increasingly diverse needs of learners and leverage high rates of participation among all Albertans, including Aboriginal learners, rural Albertans, immigrants and those who are socio-economically disadvantaged.
- **Quality and Innovation in the Advanced Education System** (Advanced Education) – Enhance standards of performance of the advanced education system through cross-ministry, interprovincial and international collaboration. Current priorities include Aboriginal education, system capacity and high standards of excellence in the delivery of degree-program opportunities.
- **Success for All Students** (Education) – Increase the emphasis on continuous improvement by ensuring effective transitions between school and home and throughout various phases of schooling, including Kindergarten to Grade 1 through to high school completion, post-secondary programs and the world of work, and by implementing the Accountability Pillar of the Renewed Funding Framework.
- **Supporting the Healthy Development of Alberta's Children and Youth** (Education) – Develop collaborative health, social and learning programs and services that ensure children and youth will be well cared for, safe, healthy and successful at learning.
- **First Nations, Métis and Inuit Student Success** (Education) – Provide meaningful educational opportunities for, and improve the educational attainment of, First Nations, Métis and Inuit students in provincial schools through ongoing implementation of the First Nations, Métis and Inuit Education Policy Framework.
- **International and Pan-Canadian Initiatives** (Education) – Enhance educational opportunities beyond the province's borders and strengthen intergovernmental relationships by leading and working collaboratively on the priorities of the Alberta International Education Strategy.

GOAL TWO 2 Albertans will be well prepared for lifelong learning and work

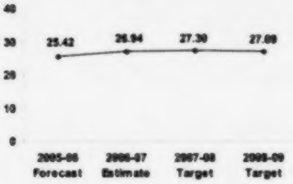
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 2: Advanced Education; Education; Human Resources and Employment; and Infrastructure and Transportation. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Two Expense



Per Cent of Total Expense



Measures The following measures track progress toward achieving Goal 2:

Societal Measure	2001	2002	2003	2004	2005	Desired Results 2006-09
Employment Rates of Albertans Age 25-34 by Highest Level of Education						
High school completion.	83%	82%	84%	81%	82%	Higher than the Canadian average
Post-secondary diploma or certificate.	86%	87%	87%	87%	87%	
Post-secondary degree.	87%	86%	88%	85%	85%	

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Literacy and Numeracy					
Percentages of all students in Grade 9 who achieve the acceptable standard on Provincial Achievement Tests:					
Language Arts	78%	2004-05	80%	80%	80%
Mathematics	68%	2004-05	70%	70%	70%
Educational Attainment of Albertans					
High school completion (Age 25-34).	91%	2005	90% or higher	90% or higher	90% or higher
Post-secondary completion (Age 25-64).	58%	2005	58%	60%	62%
Adult Participation in Learning					
Participation in post-secondary education (Age 18-34).	19%	2005	21%	23%	25%
Lifelong Learning					
Public satisfaction that adult Albertans can access the education or training they want.	69%	2004-05	72%	74%	76%
Employment Rate of Recent Alberta Advanced Education Graduates (biennial survey)					
Post-secondary diploma or certificate	95%	2003-04	n/a	97%	n/a
University degree	96%	2003-04	n/a	97%	n/a
Journeyperson	97%	2004-05	97%	n/a	97%
Skill Development (biennial survey)					
Employer satisfaction with recent graduates' skills and quality of work.					
Advanced education system graduates	90%	2003-04	n/a	91%	n/a

n/a Not applicable (biennial survey).

Note: A performance measure "employer satisfaction with the skills and quality of work of recent high school graduates" will be added to Skill Development once sufficient baseline data has been collected. Last actual for 2005-06 is 77%.

GOAL THREE 3

Alberta's international competitiveness will be enhanced

What it means Global competitiveness is key for sustaining the momentum of the Alberta economy. Maintaining the province's competitive advantage encourages growth of the province's international exports and tourism. Improvement in the skills and productivity of the workforce is necessary for maintaining and enhancing Alberta's competitive advantage. (Progress toward Goal 3 results in progress being made toward achieving Goals 1, 2 and 7.)

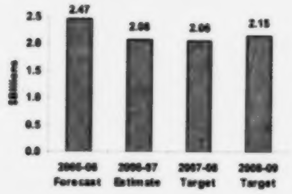
Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **International Strategy** (Economic Development) – Implement a permanent Provincial Nominee Program to attract more skilled immigrants through Alberta's international initiatives.
- **Tourism Development and Marketing** (Economic Development) – Support the expansion of Alberta's tourism industry by marketing Alberta as a world-renowned tourist destination to existing and emerging target markets/audiences (e.g., China). Develop and enhance new tourism opportunities in rural Alberta, including Aboriginal initiatives.
- **Supporting Economic Development and Innovation** (Infrastructure and Transportation) – Support Alberta's growth by providing effective infrastructure required to sustain growing communities and efficient transportation to get goods to market. Complete projects such as twinning of the North-South Trade Corridor and development of urban corridors, such as the Edmonton and Calgary Ring Roads and other strategic corridors, to attain increased competitiveness in domestic and international markets. Plan and develop effective infrastructure such as new learning, health care and other facilities, as well as water/wastewater and road network improvements for high-growth areas such as the Regional Municipality of Wood Buffalo. Continue to provide support to municipalities and work with stakeholders to ensure that required infrastructure meets local needs and supports economic development throughout the province.

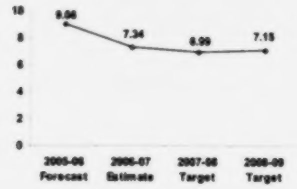
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 3: Economic Development; Human Resources and Employment; Infrastructure and Transportation; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Three Expense



Per Cent of Total Expense



GOAL THREE 3

Alberta's international competitiveness will be enhanced

Measures The following measures track progress toward achieving Goal 3:

Societal Measures	2000	2001	2002	2003	2004	Desired Results 2006-09
Total Goods Exports* International commodity exports measured in current dollars, including primary agriculture, primary forestry, fishing and trapping, mining and energy, and manufactured goods. (Percentage change).	$55.5 billion (59.8%)	$57.1 billion (2.8%)	$48.9 billion (-14.4%)	$57.0 billion (16.5%)	$66.5 billion (16.8%)	$73.1 billion by 2008
Labour Productivity* Real GDP in dollars per hour worked (inter-provincial rank).	$61.70 (highest)	$59.20 (highest)	$58.40 (highest)	$59.10 (highest)	$60.60 (highest)	Highest

	Last Actual				
Performance Measures	**Results**	**Year**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
Value-Added Exports International value-added exports measured in current dollars, including manufactured goods and services. (Percentage change).	$25.0 billion (17.8%)	2004	$27.7 billion (3.0%)	$29.3 billion (6.0%)	$31.1 billion (6.0%)
Tourism Industry Revenue Annual value of all tourism revenues in Alberta measured in current dollars, including expenditures made by residents and non-residents.	$4.6e billion	2004	$5.2 billion	$5.5 billion	$5.7 billion

* Historical data revised.

e Estimate.

GOAL FOUR 4 Alberta's children and youth will be supported in reaching their potential

What it means Families are the foundation for nurturing the development of children and youth. Although parents have primary responsibility in raising their children, communities, organizations, schools, businesses and governments all have supporting roles to play in helping to meet the needs of Alberta's children and youth. (Progress toward Goal 4 results in progress being made toward achieving Goals 2, 6 and 7.)

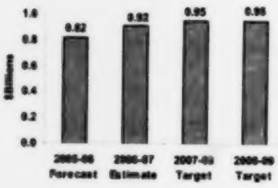
Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Improve the outcomes for children in care or in need of specialized services** (Children's Services) – Fully operationalize the *Family Supports for Children with Disabilities Act* and the *Child, Youth and Family Enhancements Act* by 2006 and undertake a review and recommend adjustments where required. Identify and pursue options to ensure necessary supports are available for successful transition of youth to their independence.
- **Implement new and/or enhanced early (learning) child development and child care programs and services** (Children's Services) – Implement Alberta's Early Childhood Development and Child Care Investment Plan. Continue implementation of the Parent Link Centre framework, building on existing resources and evaluation of the framework. Continue implementing an accreditation system for Alberta child care centres and family day home agencies to assure child development environments are appropriate.
- **Provincial Response to Family Violence and Bullying** (Children's Services) – Implement the Strategy for Prevention of Family Violence and Bullying Action Plan to support individuals, families, communities and governments to work together toward an Alberta free of family violence and bullying.
- **Implementation of new legislation** (Children's Services) – Pursue high priority needs of families and youth that are not adequately addressed by existing legislation, including drug-endangered children legislation and reviews of the *Protection of Family Violence Act* and *Social Care Facilities Licensing Act*.
- **Improve the range and impact of preventative strategies** (Children's Services) – Work with partners and stakeholders to improve the range and impact of community-based strategies to effectively respond to the needs of families and children before a crisis develops.

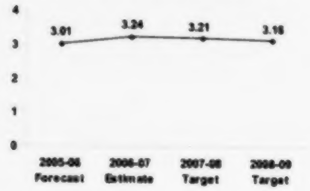
Link to ministry business plans The following ministry will dedicate spending toward achieving Goal 4: Children's Services. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Four Expense



Per Cent of Total Expense



GOAL FOUR 4 Alberta's children and youth will be supported in reaching their potential

Measures

The following measures track progress toward achieving Goal 4:

Societal Measure	2000	2001	2002	2003	2004	Desired Results 2006-09
Well-being of Children Percentage of children living in families with incomes at or above the Market Basket Measure (MBM) low-income thresholds (inter-provincial rank).	85% (2nd)		Data not available			Among the top three provinces

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Social and Emotional Development Percentage of Alberta children demonstrating:					
Healthy social development	85.9%	2002-03	Maintain or improve Alberta's result relative to the national average		
Healthy emotional development	83.8%				
Parenting Skills Percentage of Alberta children, aged 0-5, whose parents are interacting positively with them.	94.3%	2002-03	Maintain or improve Alberta's result relative to the national average		

GOAL FIVE 5 Albertans will be healthy

What it means Albertans are encouraged to realize their full health potential through informed lifestyle choices. The province contributes to the health of Albertans by advocating and educating for healthy living, providing quality health and wellness services, and by leading and participating in continuous improvement of the health care system. (Progress toward Goal 5 results in progress being made toward achieving Goals 2, 4, 6, 7 and 13.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Improving Alberta's Health System – The Third Way** (Health and Wellness) – Focus on The Third Way priorities to: address the health, well-being and mental health of children; control spiraling drug costs and increase coverage; improve quality of continuing care; and develop recommendations for insurance program for non-emergency health services. Other cross-ministry work focusing on The Third Way priorities include: increasing cross-disciplinary opportunities in health research; and increasing the availability of addictions services.

- **Wellness and injury prevention** (Health and Wellness) – Encourage Albertans to take greater personal responsibility for their own health and wellness. By choosing healthier lifestyles, Albertans will be able to prevent or delay the onset of chronic conditions.
- **Electronic Health Record - Alberta NetCare** (Health and Wellness) – Continue implementation of an electronic health record for all Albertans by: making diagnostic images and test results available electronically; launching Alberta NetCare; and connecting all regions and the majority of physicians and pharmacists to Alberta NetCare using Alberta SuperNet.
- **Continuing care quality** (Health and Wellness) – Improve the quality of continuing care services by: helping clients navigate through the health system; improving access to long-term care and home care services; addressing human resource issues; implementing new standards for long-term care centres and continuing care services; and enforcing compliance with the standards.
- **Primary health care** (Health and Wellness) – Implement a comprehensive, coordinated approach to primary health care with appropriate access 24 hours a day, seven days a week. Emphasizing multi-disciplinary team delivery will ensure Albertans get the right provider and the right services at the right time.
- **Control spiraling drug costs and increase coverage** (Health and Wellness) – Launch a study to examine different models for a new Alberta pharmacare program, including exploring an insurance approach that would extend coverage to more Albertans. Collaborate with other provinces and the federal government to launch a national framework for expensive drugs for rare diseases. Work with neighbouring provinces to look at establishing a Western Canadian consortium to reduce costs through bulk buying.
- **Access** (Health and Wellness) – Improved access includes waiting time and geographic access standards and options in health services that meet the needs of all Albertans.
- **Strengthen public health risk management capabilities** (Health and Wellness) – Strengthen and restructure system capacity to respond to public health issues and risks.

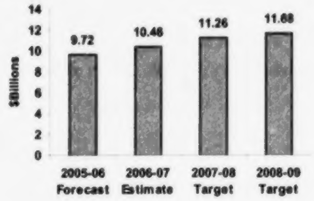
GOAL FIVE 5

Albertans will be healthy

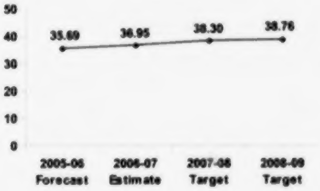
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 5: Finance; Health and Wellness; Infrastructure and Transportation; and Seniors and Community Supports. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Five Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 5:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Life Expectancy at Birth					
Years of life for females	82.3	2003	83.0 years	83.0 years	83.0 years
Years of life for males	77.5	2003	78.0 years	78.0 years	78.0 years
Self-Reported Health Status					
Rating as "excellent," "very good" or "good" (18-64 years).	89%	2005	90%	90%	90%
Participation in Healthy Behaviour (biennial survey)					
Exercise regularly - "active" or "moderately active"	56%	2003	60%	65%	70%
Healthy Body Mass Index	47%	2003	50%	51%	52%
Healthy eating – eat 5-10 servings of fruit and vegetables each day	39%	2003	40%	42%	45%
Ease of Access to Services					
Rating as "easy" or "very easy".					
Physician Services	86%	2005	86%	86%	87%
Hospital Services	72%	2005	73%	74%	75%
Public Rating of Health System Overall					
Rating as "excellent" or "good."	67%	2005	68%	69%	70%

GOAL SIX 6

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

What it means Communities, organizations and governments all have roles in ensuring that Albertans unable to provide for their basic needs will receive help. Access to social services and the justice system builds a stronger and more inclusive society for persons with disabilities, lower-income Albertans and other Albertans with special needs. Human resource development is promoted for Albertans to become self-reliant and independent. (Progress toward Goal 6 results in progress being made toward achieving Goals 2, 4, 5, 7, 10 and 13.)

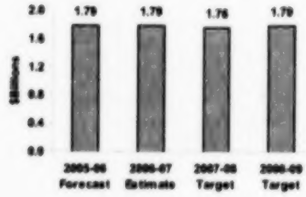
Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Adult Protection** (Seniors and Community Supports) – Undertake a comprehensive review of protection mechanisms for persons with disabilities in Alberta, including legislative work with the *Dependent Adults Act*, the *Personal Directives Act*, the *Social Care Facilities Licensing Act*, the *Protection for Persons in Care Act*, and the Persons with Developmental Disabilities Provincial Board's Abuse Prevention and Response Protocol. Establish standards and compliance mechanisms for accommodation services in supportive living and long-term care settings. (This priority also supports Goal 13.)
- **Seamless Services** (Seniors and Community Supports) – Streamline access and promote effective linkages among programs to contribute to simple and seamless service provision for individuals who need help in meeting their basic needs and developing or maintaining self-reliance and independence. This strategic priority is focused on those individuals who are frequently eligible for benefits and services from more than one ministry or from several programs within a ministry. (This priority also supports Goal 13.)
- **Legal Aid Service Delivery** (Justice) – Address increased demand for legal aid services through various strategies, including the implementation of a staff counsel pilot project in adult criminal court.
- **Victims of Crime** (Solicitor General and Public Security) – Further to the approved recommendations of the MLA Report on the Alberta Victims of Crime Consultation, develop and enhance programs and services for victims.

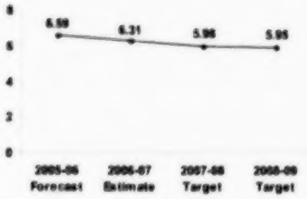
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 6: Human Resources and Employment; Justice; Seniors and Community Supports; and Solicitor General and Public Security. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Six Expense



Per Cent of Total Expense



GOAL SIX 6

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

Measures The following measures track progress toward achieving Goal 6:

Societal Measure	2000	2001	2002	2003	2004	Desired Results 2006-09
Economic Status of Albertans Percentage of Albertans living at or above the Market Basket Measure (MBM) low-income thresholds (inter-provincial rank).	88% (2nd highest)	Data not available				Among the top three provinces
Support for low-income Albertans Percentage of Alberta's Income Support clients receiving health benefits coverage in addition to core benefits.	Data not available				89% (2004-05)	Within ± 5 percentage points of 2004-05 result

Performance Measure	Last Actual		Target	Target	Target
	Results	Year	2006-07	2007-08	2008-09
Support for Albertans with severe disabilities Number of working days between completed application and decision for AISH applicants.	30 days	2004-05	25 days	24 days	23 days
Support for Albertans with developmental disabilities Satisfaction, by families/guardians of persons with developmental disabilities, with Persons with Developmental Disabilities (PDD)-funded services.	85.8%	2004-05	89%	n/a	89%
Support for low-income families with children Percentage of Alberta Child Health Benefit (ACHB) parents who agree they are able to obtain health services they would not otherwise have been able to get for their children.	88%	2004-05	85%	n/a	85%
Support for low-income Albertans who need temporary help Percentage of participants employed after leaving Income Support.	71%	2004-05	70%	70%	70%

n/a not applicable (biennial survey)

GOAL SEVEN 7

The well-being and self-reliance of Aboriginal communities and people will be improved

What it means

Through Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework, the province is committed to increasing the participation of Aboriginal people in the social and economic life in Alberta. Greater inclusion of Aboriginal communities and people will result in improved quality of life and contribute to the province's long-term vision of Alberta as a place where Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans. (Progress toward Goal 7 results in progress being made toward achieving Goals 1, 2, 3, 4 and 6.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

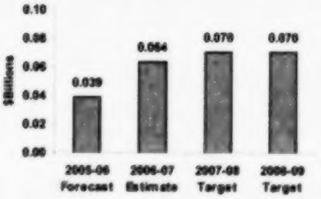
- ✔ **Building Aboriginal Self-Sufficiency** (Aboriginal Affairs and Northern Development; and Justice) – Implement a framework for, and provide guidance to, provincial participation in self-government negotiations with the federal government and First Nations. Establish regulatory mechanisms to enable economic activity on-reserve.
- **Consultation** (Aboriginal Affairs and Northern Development) – Develop and implement a provincial consultation process to ensure that Aboriginal and treaty rights and traditional use are respected in the management of Crown lands and resources.
- **First Nations Economic Participation** (Aboriginal Affairs and Northern Development) – Through collaboration with First Nations, industry and government, implement strategies and develop partnerships to increase the participation of First Nations in the Alberta economy.
- **Community Capacity Building** (Gaming) – Strengthen communities by providing grants to First Nations from the First Nations Development Fund grant program to support economic, social and community development projects, education, health and infrastructure in First Nations communities.

Link to ministry business plans

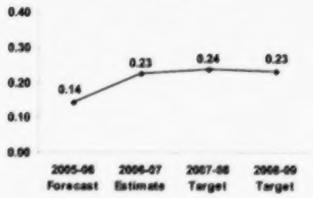
The following ministries will dedicate spending toward achieving Goal 7: Aboriginal Affairs and Northern Development; and Gaming. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Seven Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 7:

Performance Measures	Last Actual Results	Year	Target 2006-07	Target 2007-08	Target 2008-09
Aboriginal Affairs					
Public approval rating on Aboriginal issues compared to the average of the four nearest provinces.	9% higher than the average of the four nearest provinces	2004	Higher than the average of the four nearest provinces (British Columbia, Saskatchewan, Manitoba, Ontario)		
Educational Attainment of Aboriginal Albertans					
High school completion (Age 25-34).	76%	2005	76%	76%	77%

Note: A performance measure, "Educational Attainment of Aboriginal Albertans – Post-secondary Completion Aged 25-64" will be added once sufficient baseline data has been collected. Last Actual for 2005 was 44%.

GOAL EIGHT 8 Alberta will have a financially stable, open and accountable government

What it means Financial stability and a strong public service are essential for the government to be able to provide the programs and services that are important to Albertans now and in the future. The province's credit rating is a broad measure of the province's fiscal, economic and political environment. The government's commitment to be open and accountable is legislated in the *Government Accountability Act*. (Progress toward Goal 8 results in progress being made toward achieving Goals 1, 3, 9 and 10.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Reviewing Tax Policy** (Finance) – Build on results of the current tax review to ensure tax competitiveness, economic efficiency, fairness and revenue stability.

- **Royalty Systems** (Energy) – Continue to review resource royalty regimes to ensure that they remain competitive and attractive to investment, that Albertans continue to receive a fair share of the value of their energy resources, and that royalty regimes are appropriate for future resource development, enhanced recovery and technological innovation.
- **Fiscal Framework** (Finance) – Manage the government's finances to limit financial risk and provide greater predictability and sustainability. Work toward implementing the revised Public Sector Accounting Board recommendations for including all controlled organizations in the consolidated reporting entity.
- **Investments** (Finance) – Seek to enhance investment returns for all government and pension funds and ensure risks present in the funds are those believed to lead to superior returns.
- **Pensions** (Finance) – Lead the consultation with public sector boards and stakeholders to review the current governance arrangements for public pension plans.
- **Service Excellence** (Government Services) – Continue commitment to service excellence and improved service delivery. Through Service Alberta, contribute to the efficient and convenient delivery of government services to Albertans by internet, telephone and in person.
- **Promote Effective Information Management** (Government Services) – Implement the Government of Alberta Information Management Framework for effectively managing information and records, and mitigating risks regarding the release of confidential information, focusing initially on electronic records.
- **Corporate Human Resource Development Strategy** (Human Resources and Employment – Personnel Administration Office) – Focus on: enhancing leadership capacity at all levels of Alberta's public service; attracting and retaining talent; fostering positive, safe and healthy work environments; and helping employees achieve high performance.
- **Cross-Government Collaboration and Shared Solutions** (Restructuring and Government Efficiency) – Continue to focus on a collaborative approach and partnerships among ministries to enhance service delivery to Albertans by developing integrated and shared solutions in order to streamline and gain efficiencies in the business of the government.

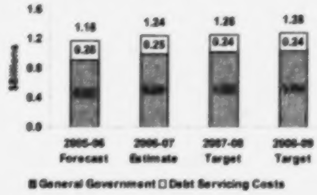
GOAL EIGHT 8

Alberta will have a financially stable, open and accountable government

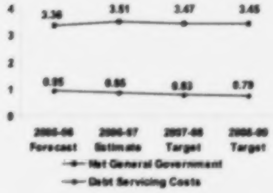
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 8: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports. This goal also includes spending of the Legislative Assembly and its Offices. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Eight Expense



Per Cent of Total Expense



Measures The following measures track progress toward achieving Goal 8:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Alberta's Credit Rating Blended credit rating for domestic debt.	AAA	2004-05	AAA	AAA	AAA
Tax Load* Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank).	77.7%** (lowest)	2004-05	Lowest among the provinces		
Government Financial Accountability Percentage of Albertans who feel that the Government of Alberta provides adequate financial information to the public (based on those surveyed who expressed an opinion).***	55%	2004-05	70%	70%	70%
Albertans' Satisfaction with Access to Services and Information Percentage of Albertans surveyed who are satisfied with access to Government of Alberta services and information.	79%	2004-05	80%	83%	85%

* Data may change as a result of the new framework for the Equalization Program announced by the federal government in October of 2004.

** Data revised. Federal Department of Finance, 4th estimate for 2004-05, October 2005; Alberta Finance.

*** Reflects revised wording for the survey question that was developed and implemented in 2005-06. Last actual results are based on previous wording.

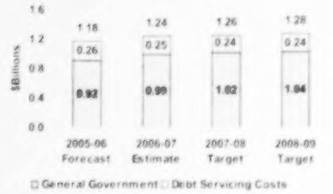
GOAL EIGHT

Alberta will have a financially stable, open and accountable government

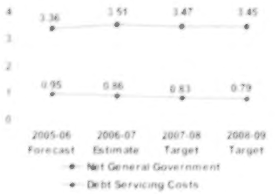
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 8: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports. This goal also includes spending of the Legislative Assembly and its Offices. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Eight Expense



Per Cent of Total Expense



Measures The following measures track progress toward achieving Goal 8:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Alberta's Credit Rating Blended credit rating for domestic debt.	AAA	2004-05	AAA	AAA	AAA
Tax Load* Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank).	77.7%** (lowest)	2004-05	Lowest among the provinces		
Government Financial Accountability Percentage of Albertans who feel that the Government of Alberta provides adequate financial information to the public (based on those surveyed who expressed an opinion).***	55%	2004-05	70%	70%	70%
Albertans' Satisfaction with Access to Services and Information Percentage of Albertans surveyed who are satisfied with access to Government of Alberta services and information.	79%	2004-05	80%	83%	85%

* Data may change as a result of the new framework for the Equalization Program announced by the federal government in October of 2004.

** Data revised. Federal Department of Finance, 4th estimate for 2004-05, October 2005; Alberta Finance.

*** Reflects revised wording for the survey question that was developed and implemented in 2005-06. Last actual results are based on previous wording.

GOAL NINE 9

Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments

What it means The government works to promote the province's interests as an equal partner in a strengthened, united Canada, through strengthened international relations and greater trade and investment liberalization, internationally and domestically. (Progress toward Goal 9 results in progress being made toward achieving Goals 1, 3 and 8.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Canadian Intergovernmental Relations** (International and Intergovernmental Relations) – Develop coordinated and consistent strategies that advance Alberta's interests in intergovernmental issues and processes (e.g., health care, energy, resource policy, post-secondary education and skills development, transportation, infrastructure, and fiscal arrangements, including the fiscal imbalance). Ensure that Alberta's priorities are addressed at intergovernmental meetings of First Ministers, the Premiers' Council of the Federation, Ministers and officials.
- **International Relations** (International and Intergovernmental Relations) – Expand Alberta's influence in the United States and globally by strengthening international relationships with key decision makers through Alberta's Washington, D.C. office, and through Premier's missions, incoming delegations and major events.
- **Trade Policy** – (International and Intergovernmental Relations) – Enhance trade liberalization by removing or reducing barriers to trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories, as well as through participation in international negotiations (e.g., World Trade Organization negotiations, bilateral negotiations) and in trade dispute resolution mechanisms.
- **Provincial/Municipal Relationship** (Municipal Affairs) – Work with municipal partners to reassess and better define the roles and responsibilities of municipal governments and their relationship with the provincial government. Subsequently, the most appropriate funding vehicles that affect these roles and responsibilities will be determined.
- **Intermunicipal Partnerships** (Municipal Affairs) – Encourage and facilitate partnerships involving joint planning, innovation and common opportunities including shared resourcing in the delivery of services and programs.

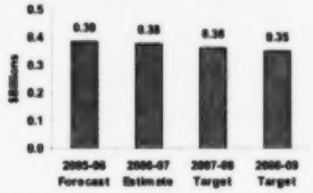
GOAL NINE 9

Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments

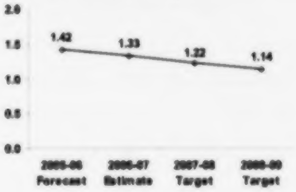
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 9: Finance; Infrastructure and Transportation; International and Intergovernmental Relations; and Municipal Affairs. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Nine Expense



Per Cent of Total Expense



Measures

The following measures track progress toward achieving Goal 9:

Societal Measure	2000-01	2001-02	2002-03	2003-04	2004-05	Desired Results 2006-09
Federal-Provincial Relations Public approval rating of the Alberta government in federal-provincial relations as a percentage of the average rating of the four nearest provinces.	Data not available		107%	100%	88%	100%

Performance Measure	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Albertans' Satisfaction with their Local Governments Percentage satisfied.	79%	2004-05	80%	80%	80%

GOAL TEN 10

Alberta will be a fair and safe place to work, live and raise families

What it means Albertans want communities in which they can live and raise families in safety and security without fear of personal or property crime, victimization or discrimination. Effective protection of people and property from wildfire, floods and harmful environmental events is an important part of this goal. Albertans also want workplaces that are healthy, fair, safe and stable for employees and employers. (Progress toward Goal 10 results in progress being made toward achieving Goals 1, 3, 4, 5, 6, and 13.)

Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Saving Lives and Reducing Injury on Alberta Highways** (Infrastructure and Transportation; Solicitor General and Public Security; and Justice) – Implement the new Alberta Traffic Safety Plan, which provides a coordinated approach for the development of new strategies, including legislation and increased enforcement to reduce the number of injuries and deaths on Alberta's roads. Through coordinated leadership, address issues related to traffic safety, driver education and licensing, enforcement, technology and sustainable funding.

✔ **Protecting People's Private Information** (Government Services; and Restructuring and Government Efficiency) – Develop a government-wide strategy to ensure personal information entrusted to government is managed to ensure its privacy and security.

- **Inclusive Communities** (Community Development) – Foster equality, support the reduction of discrimination and barriers to full participation in society, and support the development of inclusive communities and workplaces. This will be furthered by addressing increasing volumes in human rights caseloads, emerging workplace issues related to accommodating disabilities, and developing strategies to support the inclusion and integration of immigrants and ethnic and racial groups into Alberta communities and workplaces. Comprehensive and effective legislation, education and enforcement are also critical to supporting the protection, inclusion and participation of all Albertans.
- **Securities Regulation** (Finance) – Ensure an effective and efficient securities regulatory system is available in Alberta that meets the needs of Alberta's business and investors. Lead and actively promote the development and implementation of an effective and efficient system of securities regulation in Canada.
- **Ensure a Fair, Competitive and Orderly Marketplace** (Government Services) – Address emerging marketplace issues, such as mortgage fraud, identity theft and utility issues. Increase Albertans' awareness of issues, respond to their concerns, influence policy direction, offer advice and intervene in regulatory proceedings.
- **Employment Standards** (Human Resources and Employment) – Review Employment Standards to ensure that applicable legislation and programs support the continued productivity of Alberta's workforce while maintaining an effective balance in employer and employee relationships.
- **Family Violence and Protection of Children** (Justice) – Establish the Alberta Relationship Threat Assessment and Management Initiative to further Alberta's progression toward prevention and effective intervention in family violence. The initiative will provide expert resources to assess threats and their level of lethality, formulate mitigation strategies, develop safety plans and conduct death reviews.

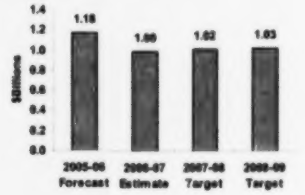
GOAL TEN 10 Alberta will be a fair and safe place to work, live and raise families

- **Dispute Resolution** (Justice) – Provide high quality alternate dispute resolution processes by improving access to alternatives to the traditional justice system.
- **Family Justice Strategy** (Justice) – Provide an alternative to a Unified Family Court with a focus on developing integrated and appropriate responses to family law problems. The long-term goal is to have a family law system that offers a common set of procedures and appropriate services to all family law applicants.
- **Policing** (Solicitor General and Public Security) – Ensure that the police have the necessary resources to meet both existing and emergent crime and public safety challenges in an increasingly dangerous environment and that the police operate under effective civilian oversight.
- **Leading Practices** (Solicitor General and Public Security) – Increase focus on ensuring that correctional, policing and security services reflect international best or leading practices to further public safety.
- **Correctional Services** (Solicitor General and Public Security) – Bring greater efficiency and transparency to the entire spectrum of correctional services by engaging federal corrections officials in discussions surrounding the potential integration of currently shared program delivery responsibility.
- **Emergency Management** (Municipal Affairs) – Enhance existing provincial government emergency management and develop provincial and local capabilities to deal with major emergencies and disasters. Continue to work on identification of hazards to critical infrastructure, high-priority issues such as pandemic influenza and environmental incidents, and business continuity planning.
- **Safety System Enhancement** (Municipal Affairs) – Conduct a review of safety legislation to ensure it is correct and responsive to changing needs. Introduce harmonized, objective-based codes in the building, fire and plumbing disciplines through national and international codes and standards. Work with stakeholders on developing a unifying framework for the fire service in Alberta to provide a strong foundation for innovation.

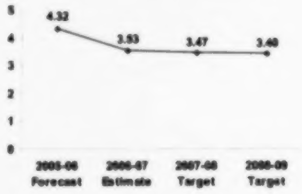
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 10: Community Development; Finance; Government Services; Human Resources and Employment; Infrastructure and Transportation; Justice; Municipal Affairs; Solicitor General and Public Security; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Ten Expense



Per Cent of Total Expense



GOAL TEN 10

Alberta will be a fair and safe place to work, live and raise families

Measures The following measures track progress toward achieving Goal 10:

Societal Measure	2001-02	2002-03	2003-04	2004-05	2005-06	Desired Results 2006-09
Public Perception of Safety in the Neighbourhood Percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	Data not available	77%	76%	77%	Available January 2006	82%

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Violent Crime Rate Alberta's violent crime rate per 100,000 population.	1,087 (lowest)	2004-05	Lowest of four western provinces		
Property Crime Rate Alberta's property crime rate per 100,000 population.	5,064 (lowest)	2004-05	Lowest of four western provinces		
Work Stoppages Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).	99.4%	2004-05	98%	98%	98%
Workplace Lost-Time Claim Rate Number of lost-time claims per 100 person-years worked.	2.6	2004	2.0	2.0	2.0
Effectiveness of Human Rights Protection Adult Albertans' perception of how well human rights are protected in Alberta.	87.6%	2004-05	88%	88%	88%

GOAL ELEVEN 11 The high quality of Alberta's environment will be sustained

What it means Albertans enjoy many benefits from the environment. Clean air, water and land are basic to our health, economy, communities and quality of life. Albertans expect our environment to be managed and protected as a legacy for future generations. (Progress toward Goal 11 results in progress being made toward achieving Goals 1, 5, 7, 10 and 12.)

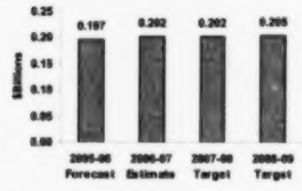
Three-year strategic focus The following strategic priorities address significant opportunities and challenges facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Sustainable Resource and Environmental Management (SREM)** (Sustainable Resource Development; Environment; and Energy) – Advance government-wide action on outcome-based management systems, integrated resource and environmental management policies, shared information systems and streamlined regulatory processes. SREM will also focus on policies, guidelines, and practices that work towards minimizing the industrial, commercial and recreational footprint on public lands and coordinate environmental and resource information systems for data and information required across government, by industry and stakeholders, and by Albertans. It will enhance Albertans' awareness, understanding and wise use of our natural resources and environment. (This priority integrates with Using and Respecting the Land under Goal 1.)
- **Water: Albertans have a Safe and Sustainable Supply of Water** (Environment) – With our partners, effectively manage the quality and quantity of our water resources and ensure thriving aquatic ecosystems. Implement the provincial water strategy, Water for Life: Alberta's Strategy For Sustainability.
- **Climate Change: Alberta takes Effective Action on Climate Change** (Environment) – Work with other governments, industries and communities towards innovative and practical long-term solutions. Focus on implementation of the provincial climate change plan, Albertans & Climate Change: Taking Action, including actions to reduce greenhouse gas emissions and strategic investments that help Alberta respond to climate change while developing a competitive economy.

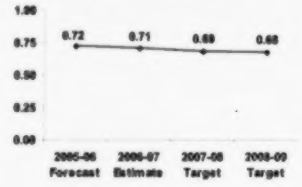
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 11: Energy; Environment; Infrastructure and Transportation; and Sustainable Resource Development. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Eleven Expense



Per Cent of Total Expense



11

GOAL ELEVEN

The high quality of Alberta's environment will be sustained

Measures

The following measures track progress toward achieving Goal 11:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Drinking Water Safety Indicator Evaluates performance of facilities delivering safe drinking water.					
Facility Design Standards Measure is the number of facilities meeting the most recent design standards.	409	2004-05	355*	380*	410*
Facility Operational Requirements Measure is the number of incidents where regulatory requirements have not been met that could lead to water quality incidents.	45	2004-05	20	10	5
Water Quality Measure is the number of water quality incidents.	69	2004-05	45	40	35
River Water Quality Index Evaluates the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides).	5 out of 6 river systems have "good" to "excellent" water quality	2003-04	6 out of 6 river systems have "good" to "excellent" water quality		
Air Quality Index Evaluates the quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter - $PM_{2.5}$.	"Good" air quality days 98% of the time	2004	"Good" air quality days 97% of the time		
Municipal Solid Waste to Landfills Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills as measured in kilograms of waste per capita.	800 kg per capita	2004	770 kg per capita	690 kg per capita	650 kg per capita

* The Facility Design Standards (FDS) targets are now based on the new 2006 standards for waterworks that are more stringent than the 1997 standards, previously used in the measure. On the basis of continuing improvement, the standards are reviewed periodically and result in the need to adjust targets over time.

GOAL TWELVE 12

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

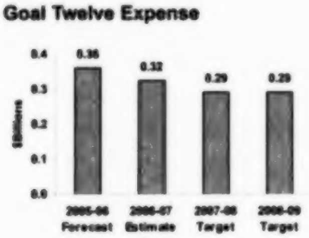
What it means Albertans' opportunities to participate in community and cultural activities and their enjoyment of the province's historical resources and parks and protected areas are essential elements of a high quality of life. Albertans value: protecting and preserving Alberta's provincial parks, protected areas, history and cultural heritage; building community capacity; and supporting libraries, the voluntary sector, sport, recreation and the arts. (Progress toward Goal 12 results in progress being made toward achieving Goals 1, 2, 4, 5, 7, and 11.)

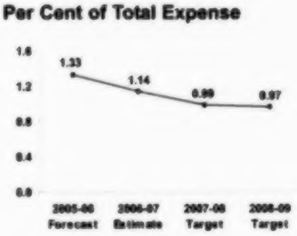
Three-year strategic focus The following strategic priorities address significant challenges and opportunities facing the government. See the three-year business plans of the ministries shown in brackets for further information.

- **Community Capacity Building** (Community Development) – Strengthen community resources in support of libraries, the voluntary sector, sport and recreation and the arts. This will be addressed by supporting rural sustainability, developing a voluntary sector framework, addressing recommendations from the Alberta Sport Plan, furthering the Active Living Strategy and introducing an inclusive cultural policy.
- **Benefiting Albertans** (Gaming) – Increase grant funding to develop and enhance community facilities, such as libraries, outdoor recreation and playground projects, and other community-based initiatives through the use of the Alberta Lottery Fund.

Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 12: Community Development; and Gaming. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs


Goal Twelve Expense


Per Cent of Total Expense

GOAL TWLEVE 12

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

Measures The following measures track progress toward achieving Goal 12:

Performance Measures	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Visitor Satisfaction with Provincial Parks and Recreation Areas Visitor satisfaction with experiences at provincial parks and recreation areas.	90.9%	2004-05	91%	91%	91%
Visitor Satisfaction with Provincial Historic Sites, Museums and Interpretive Centres Visitor satisfaction with experiences at provincial historic sites, museums and interpretive centres.	97.7%	2004-05	99%	99%	99%
Public Library Use Usage of public library services by adult Albertans.	50.2%	2004-05	52%	52%	52%
Level of Community Volunteerism Level of community volunteerism by adult Albertans.	66.5%	2004-05	69%	69%	69%
Participation in Sport and Recreation Participation in sport and recreational activities by adult Albertans.	83.4%	2004-05	83%	83%	83%
Participation in Arts and Cultural Activities Participation in arts and cultural activities by adult Albertans.	87.2%	2004-05	88%	88%	88%

GOAL THIRTEEN 13 The vitality and independence of Alberta's seniors will be supported

What it means Alberta's seniors represent a diverse and growing population with a wide array of expectations, skills, lifestyles and social networks. All of Alberta benefits when seniors are supported in maintaining their well-being and independence to control their own lives and make their own choices. (Progress toward Goal 13 results in progress being made toward achieving Goals 5, 6, 10 and 12.)

Three-year strategic focus Seniors benefit from the same programs and services as other Albertans. In addition, the Government of Alberta provides specific programs for seniors, such as the Alberta Seniors Benefit, Special Needs Assistance for Seniors, and dental and optical programs. Seniors are also exempt from Alberta Health Insurance premiums.

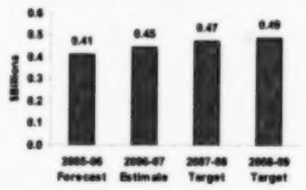
The following government strategies are directed at improving the well-being of seniors:

- **Delivery Models for Seniors' Programs** (Seniors and Community Supports) – Future seniors may have different expectations and circumstances than current seniors. As Alberta's population ages, it will be important to forecast, plan and model seniors' policies and programs to identify potential changes that are responsive to changing needs.
- **Enhanced Safe Supportive Living Options** (Seniors and Community Supports) – Government will work with stakeholders such as regional health authorities and housing operators to assist in making supportive living accessible, safe and affordable for lower-income seniors. In addition, accommodation standards for supportive living and long-term care settings will be established, monitored and enforced.
- **Supporting Older Albertans** (Seniors and Community Supports) – Alberta's population is aging, and increasingly older Albertans will need to have tools, information and supports to maintain their independence and vitality. Personal directives are an important tool to help Albertans plan for future personal decisions. A renewed public education campaign will be delivered to encourage Albertans to prepare personal directives. In addition, government will work to explore services and opportunities for older Albertans in areas such as transportation, employment retention, retirement planning and elder abuse prevention.

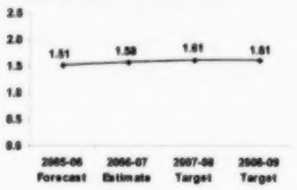
Link to ministry business plans The following ministry will dedicate spending toward achieving Goal 13: Seniors and Community Supports. (See the Expense by Goal by Ministry, 2006-07 Estimate table in the Appendix for spending details.)

What it costs

Goal Thirteen Expense



Per Cent of Total Expense



GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

Measures

The following measures track progress toward achieving Goal 13:

Societal Measure	1999	2000	2001	2002	2003	Desired Results 2006-09
Seniors' Average Total Income Difference between Alberta seniors' average total income and the national average for seniors' average total income (2003 constant dollars).	+10.1%	+8.9%	+14.3%	+11.9%	+9.4%	Exceed the national average

Performance Measure	Last Actual Results	Last Actual Year	Target 2006-07	Target 2007-08	Target 2008-09
Self-Reported Health Status Rating as "excellent," "very good" or "good" (65 years and over).	78%	2005	80%	80%	80%

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

What it means

Effective and sustainable infrastructure is essential to achieving the vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life. The physical condition of government-owned and supported infrastructure is a key indicator of its effectiveness and sustainability. (Progress toward Goal 14 results in progress being made toward achieving Goals 1, 2, 3, 5, 8, 10, 11, 12 and 13.)

Three-year strategic focus

The following strategic priorities address significant opportunities and challenges facing the government. A checkmark (✔) indicates one of the eight Top Priorities of the three-year government business plan. See the three-year business plans of the ministries shown in brackets for further information.

✔ **Building Infrastructure for Our Future** (Infrastructure and Transportation) – Develop a comprehensive 10-year capital plan to address existing deferred infrastructure maintenance and future investment in new infrastructure projects.

- **Post-Secondary Infrastructure** (Advanced Education) – Enhance the infrastructure of Alberta's public post-secondary system to facilitate delivery of high-quality advanced learning opportunities throughout the province. This includes expansion, modernization and functional renewal of post-secondary facilities and equipment within the context of a 10-year capital plan.
- **Infrastructure Renewal** (Community Development) – Renew infrastructure for provincial parks and recreation areas, historic sites, museums and interpretive centres. This will be addressed by expanding the government's capacity to address Alberta's growing population, repairing or replacing damaged or deteriorating facilities and equipment, upgrading water and sewage systems in provincial parks and recreation areas as part of the Water for Life Strategy, and modernizing the province's exhibits and developing its collections to reflect new areas of interest. Centennial projects will be monitored to their conclusion to ensure their intended legacy is delivered to Albertans. (This priority is also linked to Goal 12.)
- **Addressing School Infrastructure Needs** (Education) – Provide leadership in the development of the school capital priority list to meet the educational needs of Alberta's students and to ensure that school environments are well-maintained, safe and support learning success in a changing demographic environment.
- **Health Infrastructure** (Health and Wellness) – Develop and implement long-term capital plans to ensure Albertans have access to appropriate facilities and services for health care.
- **Managing Complex Infrastructure Requirements** (Infrastructure and Transportation) – Manage Alberta's infrastructure requirements effectively and efficiently in today's complex global environment by: balancing the need for ongoing maintenance and rehabilitation of existing capital with the need for new capital investment; designing a 10-year plan to eliminate the deferred maintenance backlog; determining priority capital projects; and considering alternative financing opportunities, including public-private partnerships, to provide needed infrastructure.
- **Alberta SuperNet** (Restructuring and Government Efficiency) – Continue to develop strategic planning activities for the operation of Alberta SuperNet that work toward eliminating the digital divide between rural and urban areas by enabling rural communities, individuals and businesses to connect to the world.

GOAL FOURTEEN

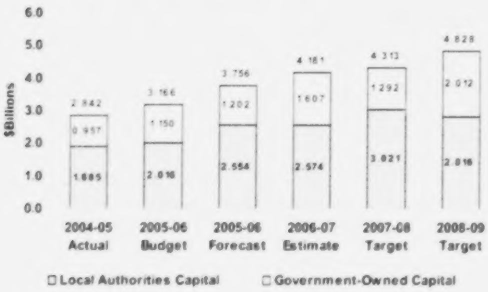
Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

- **Sustainable Housing** (Seniors and Community Supports) – Encourage public, private, and non-profit housing sectors to work together to develop locally-based sustainable housing initiatives for lower-income Albertans, persons with disabilities and other Albertans who have difficulty finding suitable housing within their means. One-time capital funding will be provided to community organizations for the development of housing that does not require ongoing operating subsidies.

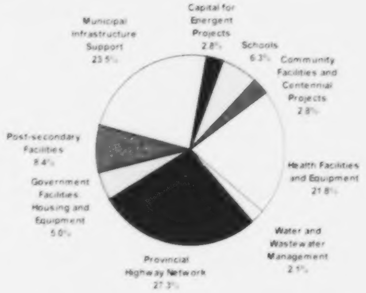
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 14: Advanced Education; Agriculture, Food and Rural Development; Children's Services; Community Development; Education; Energy; Environment; Finance; Gaming; Government Services; Health and Wellness; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; Justice; Municipal Affairs; Restructuring and Government Efficiency; Seniors and Community Supports; and Sustainable Resource Development. (For Capital Plan investment by ministry details, see the following tables in the 2006-09 Fiscal Plan: Capital Investment in Government-Owned Capital; and Grants to Local Authorities for Capital Purposes and Other Capital Support.)

What it costs

Capital Plan Investment



Per Cent of Three-Year Total ($13.3 billion)



Goal 14 reflects what the government strives to achieve over time with its Capital Plan investment. The Capital Plan represents the total value of capital being acquired or directly supported by the provincial government. It includes: grants to local authorities for capital purposes, which also are reported as program expenses where applicable under Goals 1 to 13; spending on provincial government-owned capital; and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

The Capital Plan draws from three sources: current-year revenue; the Capital Account; and alternative financing arrangements, which could include public-private partnerships, capital leases and capital bonds.

The three-year capital plan sets out the government's capital commitment to:

- Infrastructure projects and purchases of equipment by school boards, post-secondary institutions, health authorities, municipalities and other local authorities and organizations; and
- Capital investment in government-owned infrastructure, equipment and inventories, as well as funding to rehabilitate government capital.

For more information refer to the Capital Plan chapter of the 2006-09 Fiscal Plan.

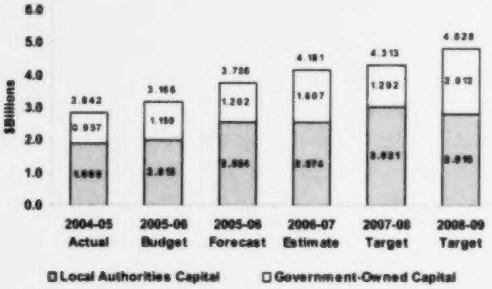
14 GOAL FOURTEEN Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

- **Sustainable Housing** (Seniors and Community Supports) – Encourage public, private, and non-profit housing sectors to work together to develop locally-based sustainable housing initiatives for lower-income Albertans, persons with disabilities and other Albertans who have difficulty finding suitable housing within their means. One-time capital funding will be provided to community organizations for the development of housing that does not require ongoing operating subsidies.

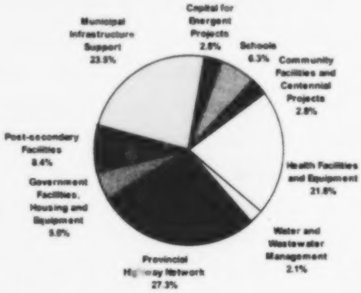
Link to ministry business plans The following ministries will dedicate spending toward achieving Goal 14: Advanced Education; Agriculture, Food and Rural Development; Children's Services; Community Development; Education; Energy; Environment; Finance; Gaming; Government Services; Health and Wellness; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; Justice; Municipal Affairs; Restructuring and Government Efficiency; Seniors and Community Supports; and Sustainable Resource Development. (For Capital Plan investment by ministry details, see the following tables in the 2006-09 Fiscal Plan: Capital Investment in Government-Owned Capital; and Grants to Local Authorities for Capital Purposes and Other Capital Support.)

What it costs

Capital Plan Investment



Per Cent of Three-Year Total ($13.3 billion)



Goal 14 reflects what the government strives to achieve over time with its Capital Plan investment. The Capital Plan represents the total value of capital being acquired or directly supported by the provincial government. It includes: grants to local authorities for capital purposes, which also are reported as program expenses where applicable under Goals 1 to 13; spending on provincial government-owned capital; and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

The Capital Plan draws from three sources: current-year revenue; the Capital Account; and alternative financing arrangements, which could include public-private partnerships, capital leases and capital bonds.

The three-year capital plan sets out the government's capital commitment to:

- Infrastructure projects and purchases of equipment by school boards, post-secondary institutions, health authorities, municipalities and other local authorities and organizations; and
- Capital investment in government-owned infrastructure, equipment and inventories, as well as funding to rehabilitate government capital.

For more information refer to the Capital Plan chapter of the 2006-09 Fiscal Plan.

14

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Measures The following measures track progress toward achieving Goal 14:

	Last Actual		Target	Target	Target
Performance Measures	**Results**	**Year**	**2006-07**	**2007-08**	**2008-09**
Physical Condition of Health Facilities					
(Percentage):					
Good	71.0	2004-05	72.0	72.0	72.0
Fair	25.0		24.0	24.0	24.0
Poor	4.0		4.0	4.0	4.0
Physical Condition of Learning Facilities					
(Percentage of schools):					
Good	61.0	2004-05	65.0	70.0	75.0
Fair	36.0		32.0	28.0	23.0
Poor	3.0		3.0	2.0	2.0
(Percentage of post-secondary institutions):					
Good	54.0	2004-05	55.0	55.0	55.0
Fair	35.0		35.0	34.0	33.0
Poor	11.0		10.0	11.0	12.0
Physical Condition of Government-Owned and Operated Buildings					
(Percentage):					
Good	44.0	2004-05	48.0	50.0	50.0
Fair	53.0		49.0	47.0	47.0
Poor	3.0		3.0	3.0	3.0
Physical Condition of Provincial Highways					
Physical condition of pavement. (Percentage):					
Good	65.5	2004-05	66.0	67.0	68.0
Fair	23.3		23.0	22.5	22.0
Poor	11.2		11.0	10.5	10.0
Effective Water Management Infrastructure					
Physical condition of headworks, dams and irrigation canals. (Percentage):					
Good	93.34	2004-05	Maintain 2005-06 values	Maintain 2006-07 values	Maintain 2007-08 values
Fair	6.14				
Poor	0.52				

Note: "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

Appendix

Expense by Goal[1]

(millions of dollars)

	Goal	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
1	Alberta will have a diversified and prosperous economy[2]	1,905	1,783	1,760	1,789	1,676	1,696
2	Albertans will be well prepared for lifelong learning and work	6,370	6,758	6,922	7,629	8,026	8,164
3	Alberta's international competitiveness will be enhanced[2]	1,250	1,938	2,467	2,079	2,057	2,154
4	Alberta's children and youth will be supported in reaching their potential	753	790	819	918	945	952
5	Albertans will be healthy	9,059	9,493	9,717	10,462	11,263	11,682
6	Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help	1,523	1,642	1,793	1,785	1,759	1,793
7	The well-being and self-reliance of Aboriginal communities and people will be improved	35	43	39	64	70	70
8	Alberta will have a financially stable, open and accountable government	1,132	1,191	1,175	1,238	1,262	1,278
9	Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments	393	380	387	377	360	345
10	Alberta will be a fair and safe place to work, live and raise families	948	901	1,176	999	1,021	1,025
11	The high quality of Alberta's environment will be sustained	185	191	197	202	202	205
12	Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas	278	313	362	323	290	291
13	The vitality and independence of Alberta's seniors will be supported	322	403	412	447	473	486
Total Expense (program expense and debt servicing)		24,153	25,826	27,226	28,312	29,404	30,141

Expense by Goal by Ministry, 2006-07 Estimate[3]

(millions of dollars)

	Goals													
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Legislative Assembly	-	-	-	-	-	-	-	75	-	-	-	-	-	75
Aboriginal Affairs and Northern Development	-	-	-	-	-	-	44	-	-	-	-	-	-	44
Advanced Education	-	2,198	-	-	-	-	-	-	-	-	-	-	-	2,198
Agriculture, Food and Rural Development	1,093	-	-	-	-	-	-	48	-	-	-	-	-	1,141
Children's Services	-	-	-	918	-	-	-	-	-	-	-	-	-	918
Community Development	-	-	-	-	-	-	-	-	-	7	-	235	-	242
Economic Development	65	-	38	-	-	-	-	-	-	-	-	-	-	103
Education	-	5,127	-	-	-	-	-	6	-	-	-	-	-	5,133
Energy	159	-	-	-	-	-	-	47	-	-	13	-	-	219
Environment	-	-	-	-	-	-	-	-	-	-	143	-	-	143
Executive Council	-	-	-	-	-	-	-	25	-	-	-	-	-	25
Finance	28	-	-	-	55	-	-	377	275	29	-	-	-	764
Gaming	94	-	-	-	-	-	20	-	-	-	-	88	-	202
Government Services	4	-	-	-	-	-	-	4	-	91	-	-	-	99
Health and Wellness	-	-	-	-	10,315	-	-	-	-	-	-	-	-	10,315
Human Resources and Employment	6	301	3	-	-	418	-	20	-	41	-	-	-	789
Infrastructure and Transportation	16	3	2,034	-	3	-	-	429	3	38	22	-	-	2,548
Innovation and Science	181	-	-	-	-	-	-	-	-	-	-	-	-	181
International and Intergovernmental Relations	-	-	-	-	-	-	-	-	11	-	-	-	-	11
Justice	-	-	-	-	-	70	-	-	-	278	-	-	-	348
Municipal Affairs	-	-	-	-	-	-	-	37	88	14	-	-	-	139
Restructuring and Government Efficiency	-	-	-	-	-	-	-	147	-	-	-	-	-	147
Seniors and Community Supports	-	-	-	-	89	1,281	-	23	-	-	-	-	447	1,840
Solicitor General and Public Security	-	-	-	-	-	16	-	-	-	434	-	-	-	450
Sustainable Resource Development	143	-	4	-	-	-	-	-	-	67	24	-	-	238
Total Expense	**1,789**	**7,629**	**2,079**	**918**	**10,462**	**1,785**	**64**	**1,238**	**377**	**999**	**202**	**323**	**447**	**28,312**

---

[1] The allocation of expense by goal is derived from the Expense by Function table in the Fiscal Plan. For Goal 14, see Capital Plan Investment under the "What it costs" section of the goal.

[2] The outcomes of Goals 1 and 3 are complementary; therefore, spending on either goal significantly affects the outcome of the other goal. Spending is allocated to the respective goals based on the current priority of the program spending.

[3] Totals include program expense and debt servicing costs. For Goal 14 Capital Plan investment by ministry, see the "Link to ministry business plans" section of the goal.

Appendix

Expense by Core Business[1]

(millions of dollars)	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Health (Linked to Goal 5)	9,059	9,493	9,717	**10,462**	11,263	11,682
Education (Linked to Goal 2)	6,370	6,758	6,922	**7,628**	8,026	8,164
Human Support Services (Linked to Goals 4, 6 and 13)	2,438	2,656	2,737	**2,952**	3,041	3,095
Transportation, Communications and Utilities (Linked to Goals 1 and 3)	1,226	1,904	2,434	**2,043**	2,020	2,118
Agriculture, Resource Management and Economic Development (Linked to Goals 1, 3 and 7)	1,929	1,822	1,793	**1,845**	1,752	1,772
Protection of Persons and Property (Linked to Goal 10)	948	901	1,176	**999**	1,021	1,025
Regional Planning and Development (Linked to Goals 7 and 9)	421	409	416	**410**	381	365
Recreation and Culture (Linked to Goal 12)	278	313	362	**323**	290	291
Environment (Linked to Goal 11)	185	191	197	**202**	202	205
Housing (Linked to Goals 6 and 13)	159	178	287	**199**	136	136
General Government (Linked to Goals 8 and 9)	838	910	925	**1,004**	1,029	1,050
Debt Servicing Costs (Linked to Goal 8)	302	291	260	**245**	243	238
Total Expense	24,153	25,826	27,226	**28,312**	29,404	30,141

[1] The government's core businesses correspond to the expense function categories of the fiscal plan except for Human Support Services which corresponds to the Social Services expense function. See Core Businesses Key below.

Core Businesses Key

The following is a brief description of the general areas of the government's work for each of its core businesses.

Agriculture, Resource Management and Economic Development – includes programs and services related to agriculture, fish and game, oil and gas, forestry, economic development for industry and trade, tourism and other economic sectors, labour force development and immigration, and research establishments. Also includes provincial grants for related capital infrastructure.

Debt Servicing Costs – includes interest and other charges pertaining to servicing of the public debt, including debt-servicing costs for accumulated debt obligations, which are matched to investments locked into the Debt Retirement Account.

Education – includes early childhood services to secondary education (e.g., school boards, schools, teachers, curricula, textbooks and classroom resources), post-secondary education (e.g., universities, colleges, apprenticeships, industry training and support to adult learners) and retraining (skills upgrading). Also includes provincial grants to local authorities for related capital infrastructure.

Environment – includes programs and services related to sustainable environmental management, ensuring safe and adequate supplies of water, actions taken on climate change and protection of the land.

General Government – includes the Legislature, the Lieutenant Governor, government and legislative staff and officials, international and intergovernmental relations, and general administration (including budgeting and accounting, tax and revenue collection, and communications).

Health – includes health services for all Albertans, including hospital services, medical care, drug programs, preventive care, x-rays, alcohol and drug rehabilitation, and health services for persons with disabilities. Also includes provincial grants to local authorities for related capital infrastructure.

Housing – includes housing of seniors, low-income families and those with special needs. Also includes provincial grants for related capital infrastructure.

Human Support Services – includes services for people in need including child protection services, income support for adults and seniors, services for victims of crime, provision of legal aid, supports for people with disabilities and support for those unable to work due to illness or disability.

Protection of Persons and Property – includes programs and services related to public security, policing, the judicial system, human rights, maintenance enforcement, firefighting, related regulation, labour relations, safe work environments, and correctional and rehabilitation services.

Recreation and Culture – includes programs and services related to recreation, sport, culture, historical artefacts and sites, museums, libraries, and provincial parks and protected areas. Also includes provincial grants for related capital infrastructure.

Regional Planning and Development – includes community and regional development affairs and services including planning and zoning, Aboriginal communities, and land claim negotiations and settlements.

Transportation, Communications and Utilities – includes programs and services related to provincial transportation including air, road and rail transport, telecommunications, pipelines, and gas and electricity utilities. Also includes provincial grants to local authorities for related capital infrastructure.

MINISTRY BUSINESS PLANS

Province of Alberta

BUDGET 06

STRENGTHENING TODAY,
Securing Tomorrow

Table of Contents

Business Plan Contacts 57
Reader's Guide 59
Aboriginal Affairs and Northern Development 61
Advanced Education 69
Agriculture, Food and Rural Development 81
Children's Services 91
Community Development 105
Economic Development 117
Education 131
Energy 143
Environment 157
Executive Council 169
Finance 177
Gaming 191
Government Services 201
Health and Wellness 215
Human Resources and Employment 235
Infrastructure and Transportation 251
Innovation and Science 269
International and Intergovernmental Relations 281
Justice 289
Municipal Affairs 301
Restructuring and Government Efficiency 313
Seniors and Community Supports 323
Solicitor General and Public Security 337
Sustainable Resource Development 349

Ministry Business Plan Contacts

Aboriginal Affairs and Northern Development
Phone: (780) 422-4061 (Ted McGreer)
Fax: (780) 644-4939
E-mail: ted.mcgreer@gov.ab.ca
Website: www.aand.gov.ab.ca

Advanced Education
Phone: (780) 427-4561 (Alex Boudreau)
Fax: (780) 427-0266
E-mail: alex.boudreau@gov.ab.ca
Website: www.advancededucation.gov.ab.ca

Agriculture, Food and Rural Development
Phone: (780) 427-3338 (Lloyd Andruchow)
Fax: (780) 427-5921
E-mail: lloyd.andruchow@gov.ab.ca
Website: www.agric.gov.ab.ca

Children's Services
Phone: (780) 644-4472 (Holly Palmer)
Fax: (780) 422-0912
E-mail: holly.palmer@gov.ab.ca
Website: www.child.gov.ab.ca

Community Development
Phone: (780) 427-6417 (Judith Barlow)
Fax: (780) 422-3142
E-mail: judith.barlow@gov.ab.ca
Website: www.cd.gov.ab.ca

Economic Development
Phone: (780) 427-6251 (Kathleen Blake)
Fax: (780) 422-9319
E-mail: kathleen.blake@gov.ab.ca
Website:www.alberta-canada.com

Education
Phone: (780) 427-6723 (Bonnie Brooks)
Fax: (780) 422-0880
E-mail: bonnie.brooks@gov.ab.ca
Website: www.education.gov.ab.ca

Energy
Phone: (780) 427-6382 (Mike Boyd)
Fax: (780) 422-0800
E-mail: mike.g.boyd@gov.ab.ca
Website: www.energy.gov.ab.ca

Environment
Phone: (780) 415-0501 (Darlene Harris-Williams)
Fax: (780) 422-5136
E-mail: darlene.harris-williams@gov.ab.ca
Website: http://environment.gov.ab.ca

Executive Council
Phone: (780) 422-4097 (Elaine Dougan)
Fax: (780) 422-4168
E-mail: elaine.dougan@gov.ab.ca
Website: www.executivecouncil.gov.ab.ca

Finance
Phone: (780) 422-5439 (Juliette Blair)
Fax: (780) 422-2163
E-mail: juliette.blair@gov.ab.ca
Website: www.finance.gov.ab.ca

Gaming
Phone: (780) 447-8975 (Lana Lougheed)
Fax: (780) 447-8933
E-mail: lana.lougheed@aglc.gov.ab.ca
Website: www.gaming.gov.ab.ca

Government Services
Phone: (780) 422-7122 (Bill Cruikshank)
Fax: (780) 427-0307
E-mail: bill.cruikshank@gov.ab.ca
Website: www.governmentservices.gov.ab.ca

Health and Wellness
Phone: (780) 422-6504 (Taras Nohas)
Fax: (780) 422-1515
E-mail: taras.nohas@gov.ab.ca
Website: www.health.gov.ab.ca

Ministry Business Plan Contacts

Human Resources and Employment
Phone: (780) 422-2857 (Peter Kennett)
Fax: (780) 415-2477
E-mail: peter.kennett@gov.ab.ca
Website: http://www3.gov.ab.ca/hre/

Infrastructure and Transportation
Phone: (780) 644-7111 (Sandra Stemmer)
Fax: (780) 644-1100
E-mail: sandra.stemmer@gov.ab.ca
Website: www.infras.gov.ab.ca

Innovation and Science
Phone: (780) 422-2835 (Jutta Thomas)
Fax: (780) 415-9823
E-mail: jutta.thomas@gov.ab.ca
Website: www.innovation.gov.ab.ca

International and Intergovernmental Relations
Phone: (780) 644-1160 (Carol Mayers)
Fax: (780) 427-0939
E-mail: carol.mayers@gov.ab.ca
Website: www.iir.gov.ab.ca

Justice
Phone: (780) 422-2640 (Stephen Gauk)
Fax: (780) 422-2829
E-mail: stephen.gauk@gov.ab.ca
Website: www.justice.gov.ab.ca

Municipal Affairs
Phone: (780) 422-1547 (Peter Crerar)
Fax: (780) 422-5840
E-mail: peter.crerar@gov.ab.ca
Website: www.municipalaffairs.gov.ab.ca

Restructuring and Government Efficiency
Phone: (780) 427-4010 (Wanda Vlahac)
Fax: (780) 415-0103
E-mail: wanda.vlahac@gov.ab.ca
Website: www.efficiency.gov.ab.ca

Seniors and Community Supports
Phone: (780) 427-2633 (Christine Bobbitt)
Fax: (780) 427-1689
E-mail: christine.bobbitt@gov.ab.ca
Website: www.seniors.gov.ab.ca

Solicitor General and Public Security
Phone: (780) 415-8333 (Carolynn Hawryluk)
Fax: (780) 427-2789
E-mail: carolynn.hawryluk@gov.ab.ca
Website: www.solgen.gov.ab.ca

Sustainable Resource Development
Phone: (780) 415-2026 (Karen Sigurdson)
Fax: (780) 644-4682
E-mail: karen.sigurdson@gov.ab.ca
Website: www3.gov.ab.ca/srd/

Reader's Guide

As part of the Government of Alberta's commitment to be open and accountable to the public, as outlined in the *Government Accountability Act*, all ministries are required to prepare and make public three-year ministry business plans. The ministry business plans encompass the department and all consolidated entities of the ministry in its vision, mission, link to the *Government of Alberta Strategic Business Plan*, significant opportunities and challenges, strategic priorities, core businesses, goals, strategies and performance measures.

The Vision provides a clear, concise and compelling statement of the ministry's preferred future.

The Mission statement identifies the ministry's purpose and reason for existence. It describes what the ministry does, why and for whom.

The Link to the Government of Alberta Strategic Business Plan indicates ministries' linkages to the 14 governmental goals, which are aligned under the government's four strategic opportunities.

Significant Opportunities and Challenges describe environmental factors that could influence the ministry's ability to implement strategies or achieve goals.

Strategic Priorities outline issues of primary importance to the ministry, including the ministry's significant participation in any of the Government of Alberta's eight Top Priorities.

Core Businesses set out the ongoing key responsibilities of the ministry that support the mission and provide a high-level framework for achieving results and allocating resources.

Goals are broad statements describing the desired outcomes that the ministry wants to achieve in fulfilling its mission. For each of the goals, a **What it means** section explains the goal and what the ministry is doing on an ongoing basis in support of the goal.

Strategies outline specific courses of actions to be undertaken by the ministry to accomplish ministry goals.

Performance Measures are quantifiable indicators of progress towards achievement of ministry goals. Performance measures contain **Targets**, which identify a desired level of performance to be achieved in each of the three years of the business plan.

Additional components to the business plan may also be included by ministries in order to improve the reader's understanding of the ministry and its activities.

Numbering of items in the components of the business plan is done for ease of reference and does not indicate priority rankings.

Ministry business plans include budget information in the form of several financial tables. The **Expense by Core Business** table identifies all ministry expense as assigned to core businesses. The **Ministry Statement of Operations** table includes revenue and expense by each of the ministry's major programs. The **Consolidated Net Operating Result** table identifies total revenue and expense, adjusted for inter-ministry transactions. The **Capital Investment by Program** table is presented for those ministries that have significant capital investment.

Aboriginal Affairs and Northern Development

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Pearl Calahasen

Pearl Calahasen, *Minister of Aboriginal Affairs and Northern Development*
March 1, 2006

THE MINISTRY

The Ministry is comprised of the following:

- the Department of Aboriginal Affairs and Northern Development, which consists of First Nation and Métis Relations, Land and Resource Issues, and Strategic Services;
- the Northern Alberta Development Council, a council of northerners, reporting through an MLA Chair to the Minister; and
- the Métis Settlements Appeal Tribunal, a quasi-judicial body, established by the *Métis Settlements Act*, to resolve disputes pertaining to land, membership and surface rights.

VISION

An Alberta that includes the full participation of self-reliant Aboriginal and northern Albertans in the province's opportunities and prosperity.

MISSION

Through collaboration with other ministries, Aboriginal governments and organizations, industry and other partners, enhance Aboriginal well-being and self-reliance, clarify government and Aboriginal roles and responsibilities, and advance the economic and social development of northern Alberta.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Aboriginal Affairs and Northern Development is committed to the Government of Alberta's Strategic Business Plan's vision, which includes an Alberta where "Aboriginal Albertans have achieved a socioeconomic status equivalent to that of other Albertans."

Aboriginal Affairs and Northern Development supports Government of Alberta Business Plan Goal 7 - *The well-being and self-reliance of Aboriginal communities and people will be improved.* The Ministry contributes to the following strategic opportunity of the government's 20-year strategic business plan: *Making Alberta the Best Place to Live, Work and Visit.* The Ministry supports the goal and contributes to the strategic opportunity by building on the strength and vitality of Aboriginal and northern communities, and enhancing their social and economic well-being.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

1. **Aboriginal participation in the economy**. Aboriginal youth are the fastest growing segment of the Alberta labour force at the same time that industry is facing skilled labour shortages. It is critical to close the gap in education both on and off-reserve, through enhanced public and post-secondary education and innovative training solutions. With the support of industry and government, Aboriginal youth could fill positions in trades, administrative and professional careers. Enhanced education, training, and business development opportunities will result in self-reliant people and strengthened communities, which are ready and willing to take advantage of economic opportunities.

2. **First Nation relations**. Respectful relations are based on understanding the role of the Treaties and the responsibility of the Crown to First Nations. In recent years there has been a tremendous increase in interest among First Nation governments to work with the Government of Alberta. This creates opportunities for the development of new government-to-government partnerships including initiatives to increase First Nations participation in the economy and initiatives to improve the effectiveness of programs and services for First Nations people. Improved relationships with First Nations will also facilitate economic partnerships between government, First Nations and industry.

3. **Métis Settlements**. Métis Settlements are unique land-based governments that exist only in Alberta. Statutory payments made under the *Métis Settlements Accord Implementation Act*, which have contributed to the costs of local programs, services and infrastructure on the eight Métis Settlements, will conclude in March 2007. While the Settlements have made significant progress toward greater self-reliance, consideration of strategies to continue that progress is required. The Ministry will work with the Métis Settlements General Council to examine potential approaches to further enhance governance and self-reliance.

4. **Métis relations**. Alberta has responded proactively and collaboratively to court decisions which have found that Métis people, in certain circumstances, have constitutionally protected rights, including the right to harvest wildlife. Discussions regarding the renewal of the Alberta/Métis Nation of Alberta Association Framework Agreement provide an opportunity to explore new strategies to enhance the participation of Métis people in the economy and to address other social issues.

5. **Land management and resource development**. Alberta's consultation policy regarding the management and development of public lands commits the Crown to consult on matters pertaining to Aboriginal and Treaty rights. Coordination of land and resource management is critical to maintaining Alberta's position within the global economy. An appropriately resourced consultation policy will improve decision-making by balancing interests and applying leading practices. Implementation of this policy through the development, with other ministries, First Nations and industry, of operational guidelines, will promote certainty for all parties. The timely completion of traditional use studies and the incorporation of traditional environmental knowledge are crucial elements to successful implementation.

6. **First Nations governance and regulatory frameworks**. The Government of Alberta's *Aboriginal Policy Framework* recognizes in principle the inherent right of self-government and commits Alberta to participate in the development of self-government agreements, if invited to do so by the federal government and First Nations. The negotiation and implementation of self-government agreements offers an opportunity to re-empower First Nations communities and resolve long-standing service delivery and jurisdictional issues, including efforts currently underway to develop mechanisms to remove barriers to economic activity on First Nations reserves. There are significant potential implications for Alberta, and the Ministry is taking the lead in developing appropriate frameworks for, and coordinating provincial participation in, discussions regarding First Nations governance and regulatory frameworks.

7. **Clarify federal, provincial and Aboriginal roles and responsibilities**. Jurisdictional gaps, uncertainty and unclear roles and responsibilities continue to impact the delivery of services to Aboriginal people, especially across reserve boundaries. Through increased collaboration across governments – including the proposed First Ministers' Meeting on Aboriginal Issues, the Alberta-Canada-Aboriginal Partnership Forum and the Alberta Chiefs' Fiscal Table – develop creative strategies and partnerships to overcome specific federal-provincial jurisdictional barriers.

8. **Advancing northern development**. Northern Alberta's abundant natural resources are the driving force behind the Alberta economy. Northern Alberta comprises 60 per cent of the province but contains less than ten per cent of the province's population. The Ministry will coordinate the development of strategies that recognize the north's unique needs and opportunities. Pan-northern transportation, infrastructure, housing and other social concerns must be addressed to realize the full potential of northern growth corridors benefiting the whole Alberta economy.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Consultation - Using and Respecting the Land** **Linkage: Goal 1**	Lead the development and implementation of provincial consultation processes to ensure that Aboriginal and Treaty rights and traditional use are respected in the management of Crown lands and resources. The involvement of Elders by their communities in gathering traditional knowledge is urgent, as that knowledge may soon be lost to future generations.
2. **Building Aboriginal Self-sufficiency** **Linkage: Goal 1**	Lead the development of frameworks for provincial participation in discussions with the federal government and First Nations regarding self-government and the establishment of mechanisms to enable economic activity on reserves.
3. **Métis Settlements** **Linkage: Goal 2**	In partnership with the Métis Settlements General Council, establish mechanisms to prepare for the end of current funding arrangements in 2007 and develop plans for continued progress toward effective governance in the future.
4. **First Nation Economic Participation** **Linkage: Goal 1**	Work with First Nations, industry and provincial departments and encourage federal government participation to implement strategies and partnerships to increase First Nations economic participation.
5. **Métis Economic Participation** **Linkage: Goal 1**	Work with the Métis Nation of Alberta, and the Métis Settlements General Council, provincial departments, other governments and stakeholders to facilitate the development of strategies to increase Métis economic participation.
6. **Northern Development** **Linkage: Goal 3**	Coordinate Alberta policies and strategies to enhance sustained and innovative northern economic and social development. In partnership with municipal, provincial, territorial, national and international governments, develop complementary pan-northern strategies.
7. **Quality of Life Partnerships** **Linkage: Goal 2**	Enhance the quality of life of First Nation and Métis people through the coordination and facilitation of cross-ministry partnerships with First Nation and Métis organizations to address early childhood development, family violence, public and post-secondary education, training to employment and healthy families.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Aboriginal Governance, Economic Development and Consultation

GOAL ONE 1

Lead the management of significant Aboriginal issues requiring coordinated strategic response and partnerships

What it means In 2000, the Government of Alberta approved the *Aboriginal Policy Framework*. The Ministry leads implementation of the Framework through collaboration with other ministries and partners to identify and address barriers to improved socio-economic circumstances of Aboriginal people. The Ministry has identified several strategic priorities related to First Nations: the development of frameworks to guide provincial participation in discussions on self-government; the establishment of mechanisms to regulate economic activity on reserves; and the implementation of strategic initiatives and partnerships with industry to enhance participation in the economy. Working with the Métis Settlements General Council to examine potential strategies to further enhance the self-reliance of the eight Métis Settlements remains an important priority for the Ministry.

Strategies

1.1 Lead and coordinate participation of Alberta ministries, with First Nations, industry and other partners, to implement Alberta's consultation policy and the traditional use studies program to address land and resource issues.

1.2 Lead and coordinate the participation of Alberta ministries in discussions with First Nations and the federal government on self-government and on the establishment of mechanisms for the removal of barriers to economic activity on First Nations reserves.

1.3 Assist First Nations to complete traditional use studies, preserve and safeguard the information, and negotiate protocols with First Nations for the appropriate sharing of traditional use data.

1.4 Work with the Métis Settlements General Council to develop and implement strategies to enhance the capacity of Settlement governments to effectively provide local programs, services and infrastructure.

1.5 Work with the Métis Nation of Alberta Association and other Alberta ministries through the renewal of the Alberta/Métis Nation of Alberta Association Framework Agreement to develop strategic partnerships.

1.6 Lead and coordinate participation of Alberta ministries to develop and implement strategic partnerships with First Nations and industry to enhance First Nations participation in the economy.

1.7 Lead and coordinate cross-ministry initiatives to address the commitments under the Government of Alberta's *Aboriginal Policy Framework*.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Number of collaborative traditional use data sharing protocols negotiated with First Nation communities	0	27	37	47
1.b Number of First Nations with a single point of contact for consultation	23	25	27	30

GOAL TWO **2**

Provide advice and specialized knowledge to assist other ministries, Aboriginal governments, communities, and industry to enhance Aboriginal participation in the social and economic life of Alberta

What it means The Ministry enhances provincial relations with Aboriginal people, including ongoing relations with First Nations, Métis Settlements and the Métis Nation of Alberta Association, and works with other Alberta ministries to ensure that Aboriginal issues are considered in developing and implementing government initiatives. The Ministry also works collaboratively with Aboriginal communities, other ministries, industry and other partners to proactively identify and resolve emerging and ongoing issues.

Strategies

2.1 Work with Alberta ministries, the federal government and First Nations toward timely resolution of land-related negotiations, including treaty land entitlement claims for which Alberta has an obligation under the *Natural Resources Transfer Agreement*.

2.2 Work with Alberta ministries, federal and municipal governments and Aboriginal organizations in Edmonton, Calgary and Lethbridge to identify and address urban Aboriginal issues.

2.3 Work with other ministries, industry and First Nations to develop economic partnership initiatives, including the enhancement of skills development and the promotion of Aboriginal tourism.

2.4 Work with Aboriginal organizations and provincial ministries to ensure that First Nation and Métis views are considered in the development of provincial policies, programs and initiatives.

2.5 Work with the federal government, other ministries and the Chiefs' Fiscal Table to clarify roles and responsibilities to address important Aboriginal issues.

2.6 Encourage and facilitate the participation of First Nation and Métis representatives on provincial agencies, boards and commissions.

2.7 Provide advice and specialized knowledge to other ministries, industry, municipal and other governments, and Aboriginal organizations, to address both emerging and on-going issues that impact the lives of Aboriginal people.

2.8 Build an inventory of industry, First Nation and Métis partnerships in Alberta.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Progress on the negotiation and implementation of land claims and related agreements.				
Agreement in Principle	0	3	1	1
Final Agreement	8	3	4	3
Full-implementation	8	14	17	19
Total	16 (2004-05)	20	22	23
2.b Reduced the gap between Aboriginal and provincial unemployment rates.				
North American Indian	6.8	6	5.5	5
Métis	3.9 (2004)	3.5	3	2.5
2.c Increase the Aboriginal labour force participation rate.	71.2% (2004)	72%	72.5%	73%

GOAL THREE 3 Advance the development of Northern Alberta

What it means The Ministry focuses attention and awareness on northern Alberta's unique opportunities and challenges. Our partners include other ministries, municipal, federal and international governments, international organizations, industry, Aboriginal organizations, communities and other stakeholders. With our partners, the Ministry initiates and coordinates the development of policies and strategies to advance sustainable northern development. Priorities include: transportation; infrastructure networks; economic diversification (via value-added agriculture and forestry strategies, innovative use of technology; tourism), educational attainment; skill development; health services; community capacity; and Aboriginal inclusion. The Ministry works with provincial and territorial partners through memoranda of understanding and other initiatives to advance northern development.

Strategies

3.1 Engage northern and Aboriginal communities, businesses, industry and other stakeholders to address northern socio-economic priorities, opportunities and challenges to support northern strategies and initiatives.

3.2 Partner with other jurisdictions, other ministries, northern and Aboriginal communities, business, and industry to promote northern opportunities and address challenges.

3.3 Promote awareness of the significance of northern development to all Albertans.

3.4 In partnership with northern communities, business, industry, learning providers and students, support initiatives to increase northern skill levels.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Partner satisfaction with Northern Alberta Development Council's contribution in advancing northern interests.*	8.2	8	8	8
3.b Bursary return rate	78%	76%	76%	76%

*Average rating on a scale from 1 to 10 (1=very dissatisfied; 10=very satisfied).

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Aboriginal Relations	33,325	36,831	36,825	41,794	28,218	28,218
Northern Development	2,100	2,104	2,104	2,184	2,184	2,184
MINISTRY EXPENSE	35,425	38,935	38,929	43,978	30,402	30,402

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Other Revenue	81	-	99	-	-	-
MINISTRY REVENUE	81	-	99	-	-	-
EXPENSE						
Program						
Aboriginal Affairs	17,596	21,903	21,897	26,776	27,286	27,286
Metis Settlements Appeal Tribunal	966	942	942	1,022	1,032	1,032
Northern Alberta Development Council	2,000	2,004	2,004	2,094	2,084	2,084
Metis Settlements Governance	4,871	4,086	4,086	4,086	-	-
Metis Settlements Legislation	10,000	10,000	10,000	10,000	-	-
Valuation Adjustments and Other Provisions	(8)	-	-	-	-	-
MINISTRY EXPENSE	35,425	38,935	38,929	43,978	30,402	30,402
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(35,344)	(38,935)	(38,830)	(43,978)	(30,402)	(30,402)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	81	-	99	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	81	-	99	-	-	-
Ministry Expense	35,425	38,935	38,929	43,978	30,402	30,402
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**35,425**	**38,935**	**38,929**	**43,978**	**30,402**	**30,402**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(35,344)	(38,935)	(38,830)	(43,978)	(30,402)	(30,402)

Advanced Education

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Dave Hancock

David Hancock, *Minister of Advanced Education*
February 28, 2006

THE MINISTRY

Alberta's advanced learning system comprises public board-governed institutions, the apprenticeship and industry training system, community consortia, private providers and community-based organizations. In collaboration with the advanced learning system, industry, communities, government agencies and non-governmental organizations, Advanced Education strives to create accessible, affordable and quality learning opportunities that are responsive to the ongoing learning needs of Albertans. The Ministry's 2006-09 Business Plan identifies how it plans to work over the next three years to enhance advanced education and learning opportunities for all Albertans.

The Ministry of Advanced Education consists of the Department of Advanced Education and the Access to the Future Fund. The Department of Advanced Education currently includes two core program divisions – Adult Learning and Apprenticeship and Industry Training – and a supporting division, Strategic Corporate Services. The core divisions provide learning services and standards for the advanced learning system. Strategic Corporate Services Division provides services and support for department-wide operations. In addition, the following councils and boards provide policies, guidelines and advice to the Minister of Advanced Education: the Alberta Council on Admissions and Transfer, the Alberta Apprenticeship and Industry Training Board, the Campus Alberta Quality Council and the Students Finance Board. A review of the departmental organizational structure is planned, to ensure alignment with the directions being determined through the *A Learning Alberta* system-wide strategic consultation process.

Advanced Education's vision, mission and principles define the Ministry and support the Government of Alberta's vision. The Ministry's vision is its view of the future. The mission describes the Ministry's purpose and reason for existence, and the principles identify the Ministry's method of operating.

ALBERTA'S VISION

A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children.

MINISTRY VISION

Alberta leads the world in inspiring and supporting life long learning for all its peoples.

MISSION

Advanced Education's mission is to assist Alberta to become a learning society where all Albertans have access to the opportunity to develop the learning, work and life skills they need to achieve their aspirations and maximize their potential to the benefit of themselves and Alberta.

PRINCIPLES

Accessibility	Anyone who wants to pursue advanced learning in Alberta should be able to do so. We must inspire Albertans to take advantage of all opportunities to improve themselves in whatever ways they want or need.
Quality	A high quality education system must meet the needs of learners, society and the economy.
Affordability	Education must be affordable if it is to be an accessible life long pursuit for Albertans.
Diversity	Alberta's advanced learning system respects the rich diversity of learners. It also acknowledges and adapts to the diversity of communities, cultures and traditions, learner aspirations and abilities.
Collaboration	A resilient, responsive and adaptable learning system is built on a strong foundation of partnerships, coalitions and networks – both formal and informal. Learning partners must be supported in their efforts to collaborate in common purpose – creating a fully participating learning society.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Government of Alberta business plan is an ongoing three-year plan that describes the government's goals, strategies and performance measures used to track progress towards achieving outcomes. Each of the government's goals is directly aligned with the strategic opportunities of the government's 20-year strategic plan and with the Capital Plan. Advanced Education ensures that its strategic priorities, core businesses, goals and strategies support Goal Two of the Government of Alberta's three-year business plan, which states: Albertans will be well prepared for lifelong learning and work; and Goal Fourteen, which states: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life.

Advanced Education supports the achievement of the Government of Alberta's 20-year strategic plan through strategic priorities and strategies identified in the Ministry's business plan. The *Leading in Learning* strategic opportunity provides the overarching direction for the Ministry's strategic priorities, focusing on providing Albertans with the opportunities they need to learn, adapt and develop new knowledge and new skills.

The following table shows the priority linkage between the Government of Alberta 20-year strategic plan, the Government of Alberta 3-year business plan and the Ministry business plan.

Government of Alberta 20-Year Strategic Plan: Leading in Learning Strategic Opportunity

Government of Alberta 3-Year Business Plan: Goal 2 – Albertans will be well prepared for lifelong learning and work

Advanced Education Strategic Priorities for 2006-09:

Building and Educating Tomorrow's Workforce
Access for All Learners
Affordability for All Learners
Quality and Innovation in the Advanced Learning System
Post-secondary Infrastructure

Key Advanced Education Strategies for 2006-09:

Strategy 1.1
Implement an overall advanced learning policy framework to guide the strategic direction of the advanced learning system. To facilitate this, the Ministry will align the organizational structure, as well as measures of performance, so that they are supportive of the objectives of the *A Learning Alberta* review.

Strategy 1.2
Implement the accessibility, affordability and quality requirements in the *Access to the Future Act*.

Strategy 1.3
Support the development of a post-secondary application process, and complete the development of the web-site providing access to information and application processes for scholarships, to enable learners to better access learning opportunities.

Strategy 1.7
Further develop Alberta's unique cooperative arrangements and strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada; Canadian apprenticeship councils; and others.

Strategy 1.8
Co-champion the *Building and Educating Tomorrow's Workforce* Top Priority and support other government top priorities.

Strategy 1.9
Enhance Alberta's capacity for innovation, knowledge creation and knowledge transfer in collaboration with the Ministry of Innovation and Science, post-secondary institutions and other stakeholders.

Strategy 1.11
Support the implementation of Alberta's policy framework on immigration to Alberta by working with partners and stakeholders to increase opportunities for English as a Second Language, improve ways for international students to access Alberta's labour market and enhance foreign credential recognition.

Strategy 2.2
Develop strategies to increase participation in learning opportunities by Aboriginal, immigrant and other under-represented groups.

Strategy 2.6
Provide opportunities in local communities for adults including Aboriginal, immigrant, youth and other under-represented groups to return to learning to meet their personal learning and employment goals.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The key to our future prosperity and economic growth is a robust knowledge-based economy, spurred by Albertans with a desire to learn and adapt throughout their lives. It is people and their ideas, creativity, knowledge and wisdom that will secure the prosperity, economic growth and healthy communities needed to improve the quality of life for Alberta's citizens and advance us into the 21st century.

Advanced Education's mission is to help Albertans acquire the learning, work and life skills they need to achieve their full potential to the benefit of themselves, their communities and the economy. The following opportunities and challenges are considered significant in that they could impact the Ministry's ability to achieve its mission and goals. Advanced Education examines these challenges and opportunities to determine the strategic priorities, strategies and initiatives to support an advanced learning system that focuses on quality, accessibility, affordability, diversity and collaboration.

Globalization

The world is increasingly dynamic and interconnected. This changing geo-political context includes rapidly growing Asian economies with increasing demand for resources and competitive, skilled workforces. The Alberta government works to maintain reliable export markets, keep Alberta companies and citizens competitive, develop the future supply of skilled workers and ensure the full participation of all of its communities in the economy. In the changing geo-political context, this means Alberta and its advanced learning system will continue to be influenced by international competition for foreign direct investments, learning opportunities and high value-added industries as well as the need for a highly skilled, knowledgeable and creative workforce.

Building Community Capacity through Collaboration

There is growing recognition that affordable, accessible, high quality and innovative advanced learning is a key to facilitating and securing social prosperity, economic success and a knowledgeable and healthy citizenry. To accomplish this, the Ministry must continue to build strong community capacity through collaboration with stakeholders and partners including community-based educators, public and private post-secondary institutions, literacy groups, students, Aboriginal educators and leaders, business and industry, and immigrant and disabled communities and other under-represented groups. This collaboration will focus on expanded and locally relevant regional access through the strategic application of technology, expansion of degree granting capacity and providing the tools necessary to allow all learners to succeed.

Diversification of the Economy

Alberta must sustain a globally competitive economy for the future. This is an economy that adds value across its traditional resource sectors as well as new and emerging sectors such as life sciences, nanotechnology, environmental and information technologies and value-added manufacturing. At the same time, Alberta must support learning in the arts and humanities to foster the creativity that drives truly innovative societies. The advanced learning system plays a key role in developing and supplying this capacity.

Sustainability of the Advanced Learning System

It is a government priority to ensure Alberta's advanced learning system provides affordable learning opportunities, increased access to those opportunities, seamless transitions throughout the system, more research support and the flexibility learners need to pursue their career aspirations. To do this, the Alberta government will need to build on the high quality advanced learning foundation we currently have with strategic investments in needs-based student assistance and debt-repayment mechanisms, human resources, facilities, equipment, technology and other supports.

Public Values and Expectations

Albertans value their learning opportunities and recognize their personal role in obtaining them. They believe in an advanced learning system where financial need is not a barrier to learning, one which is fiscally responsible and accountable for results. Albertans also want a system that improves continuously and responds to diverse learner needs and considers their input to decisions impacting the advanced learning system. In the face of these expectations, there is a greater need to communicate complex issues and demonstrate the return on investment in advanced learning.

Information and Communications Technology

To succeed in a knowledge-based economy, Albertans need information and communications technology that is integrated into life long learning. The advanced learning system faces ongoing opportunities and challenges to expand and build technology knowledge and skills into learning experiences, using the most effective and efficient technological innovations available.

STRATEGIC PRIORITIES 2006-09

The Ministry has identified strategic priorities to support the *Government of Alberta Strategic Business Plan* and respond to the significant opportunities and challenges influencing Advanced Education's ability to achieve its mission and goals for 2006-09.

1. Building and Educating Tomorrow's Workforce

Linkage: Goals 1 and 2

Alberta's economic strength depends on a knowledgeable citizenry and a highly skilled workforce. This requires a learning system that gives learners the opportunities and tools to succeed and excel. To enable the advanced learning system to meet the learning goals of Albertans and support a vibrant and growing economy, Advanced Education will co-lead a Government of Alberta top priority and work with partners and stakeholders on strategies that support the *Leading in Learning* strategic opportunity of the Government of Alberta's 20-year strategic plan. The strategic and policy directions from *A Learning Alberta* will also support this strategic opportunity. This will help Albertans build the learning, work and life skills they need to achieve their aspirations and maximize their potential to the benefit of themselves and all Albertans.

Advanced Education will work toward taking Alberta's advanced learning system to the next level in a way that ensures it is affordable, accessible and of the highest quality.

2. Access for All Learners

Linkage: Goals 1 and 2

People are the key to Alberta's future prosperity. The success of adult learners depends upon their ability to make smooth transitions to, within and from the advanced learning system. Enhancing these transitions, along with increasing access to learning opportunities, will help Albertans achieve success in the advanced learning system and the labour market.

It is particularly important to ensure that under-represented groups have access to advanced education opportunities. Collaborating with stakeholders to improve First Nations, Métis and Inuit learner success is a priority for Advanced Education. Advanced Education will also ensure high levels of awareness among students and their parents of advanced education opportunities.

There will also be a focus on expanded regional and community access through the strategic application of technology, expansion of degree granting capacity within the system, clarification of roles relative to communities and provision of the tools necessary to allow learners to succeed.

Increasing access to learning opportunities will generate returns for Albertans for years to come.

3. **Affordability for All Learners**

Linkage: Goals 1 and 2

Ensuring Albertans have access to learning opportunities requires that those opportunities be affordable to learners and their families. Advanced Education will continue to work with the federal government to ensure assistance levels support the cost of learning and that debt levels are manageable.

It must also be recognized that advanced education brings with it a substantial return on investment to both the individual and society. Our policies and programs must ensure that financial need is not a barrier to learning. These policies and programs also must be responsive to the increasingly diverse needs of learners and leverage high rates of participation among all Albertans, including Aboriginal learners, rural Albertans, immigrants and those that are socio-economically disadvantaged.

Affordability for all learners must address the priority of the system for assurance of inclusion.

4. **Quality and Innovation in the Advanced Learning System**

Linkage: Goal 1

Maintaining the quality of advanced learning is a priority for Albertans. The quality of the advanced learning system underpins the ability of the system to meet the needs of learners, society and the economy.

The achievement of national and international standards is a key component in maintaining and measuring quality. Advanced Education is actively involved in cross-ministry, inter-provincial and international collaboration that will lead to increased standards of performance. Some of the current priorities for this collaboration include literacy, Aboriginal education, system capacity and high standards of excellence in the delivery of degree program opportunities.

Additionally, in collaboration with Innovation and Science, Advanced Education will support innovation and knowledge development within the advanced learning system, and provide support for centres of excellence and the transfer of knowledge to industry.

5. **Post-Secondary Infrastructure**

Linkage: Goal 1

Advanced Education will collaborate with Infrastructure and Transportation to enhance the infrastructure of Alberta's public post-secondary system to facilitate delivery of high-quality advanced learning opportunities throughout the province. This includes expansion, modernization and functional renewal of post-secondary facilities and equipment within the context of a 10-year strategic capital plan.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Advanced Education has identified two core businesses that are the ongoing key responsibilities of the Ministry. Within each core business is a goal with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. Advanced Education has identified strategies for 2006-09 that support the two ministry goals and government's 20-year strategic plan.

Core performance measures indicate the degree of success the ministry has in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value.

Core Business One: Support the Advanced Learning System to Provide High Quality Learning Opportunities

GOAL ONE 1

Quality Advanced Learning Opportunities

What it means Advanced Education strives to provide increased access to high quality advanced learning opportunities for all adult Albertans. It does this through policy, programming and funding support to post-secondary institutions and by working with industry to facilitate the development of training and certification standards in the apprenticeship and industry training system. Advanced Education also continues to work collaboratively with partners and stakeholders to enhance quality learning opportunities for Albertans.

The following have been identified as Goal 1 outcomes:

- Alberta's quality advanced learning system meets the needs of learners, society and the economy (linked to performance measures 1.a to 1.d).
- Albertans are well prepared for employment and citizenship (linked to performance measures 1.e to 1.g).

Strategies

1.1 Implement an overall advanced learning policy framework to guide the strategic direction of the advanced learning system. To facilitate this, the Ministry will align the organizational structure, as well as measures of performance, so that they are supportive of the objectives of the *A Learning Alberta* review.

1.2 Implement the accessibility, affordability and quality requirements in the *Access to the Future Act.*

1.3 Support the development of a post-secondary application process, and complete the development of the web-site providing access to information and application processes for scholarships, to enable learners to better access learning opportunities.

1.4 Implement responsive mechanisms that support investment in the advanced learning system.

1.5 Develop a long-term capital plan to address the infrastructure needed to support quality learning opportunities in Alberta's public post-secondary institutions.

1.6 Encourage increased industry participation and investment in the apprenticeship and industry training system in collaboration with the Alberta Apprenticeship and Industry Training Board, employers and stakeholders.

1.7 Further develop Alberta's unique cooperative arrangements and strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada; Canadian apprenticeship councils; and others.

1.8 Co-champion the *Building and Educating Tomorrow's Workforce* Top Priority and support other government top priorities.

1.9 Enhance Alberta's capacity for innovation, knowledge creation and knowledge transfer in collaboration with the Ministry of Innovation and Science, post-secondary institutions and other stakeholders.

1.10 Implement the international education action plan to position the international education sector competitively and to facilitate the internationalization of the post-secondary system.

1.11 Support the implementation of Alberta's policy framework on immigration to Alberta by working with partners and stakeholders to increase opportunities for English as a Second Language, improve ways for international students to access Alberta's labour market and enhance foreign credential recognition.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Satisfaction of recent post-secondary graduates with the overall quality of their education	79% (2003-04)	n/a	90%	n/a
1.b Satisfaction of recent apprenticeship graduates with on-the-job training	91% (2004-05)	93%	n/a	93%
1.c Satisfaction of recent apprenticeship graduates with technical training	93% (2004-05)	95%	n/a	95%
1.d Educational attainment of Albertans aged 25 to 64:				
Post-secondary completion	56% (2004)	58%	60%	62%
1.e Percentage of advanced education graduates employed:				
Post-secondary certificate or diploma	95% (2003-04)	n/a	97%	n/a
University degree	95% (2003-04)	n/a	97%	n/a
Journeyperson	97% (2004-05)	97%	n/a	97%
1.f Employer satisfaction with the skills and quality of work of advanced education system graduates	90% (2003-04)	n/a	91%	n/a
1.g Public satisfaction that learners are well prepared for citizenship	70% (2004-05)	72%	74%	76%

Note:
n/a – Data available every other year.

A new measure is being developed for this goal that will be linked to the outcome: Alberta's quality advanced learning system meets the needs of learners, society and the economy. This measure, "Percentage of Aboriginal Albertans aged 25-64 who have completed post-secondary programs," will have targets set upon availability of additional data. The last actual for this measure was 44 per cent (2005).

Core Business Two: Support Adult Learners to Achieve Their Maximum Potential

GOAL TWO 2

Adult Learners Participate in Advanced Education

What it means Advanced Education supports learners who aspire to participate in high quality, accessible and affordable advanced learning opportunities. This support enhances the opportunities for Albertans to develop and apply the knowledge and skills that will secure Alberta's ability to maximize its economic and human potential now and into the future.

The following have been identified as Goal 2 outcomes:

- Adult Albertans participate in learning (linked to performance measures 2.a to 2.e).
- Alberta's advanced learning system is affordable to learners (linked to performance measures 2.f to 2.g).

Strategies

2.1 Conduct a study to analyze the impact of the affordability of advanced education and access to advanced learning opportunities.

2.2 Develop strategies to increase participation in learning opportunities by Aboriginal, immigrant and other under-represented groups.

2.3 Review affordability and improve the design and delivery of student financial assistance to continue to ensure that financial need is not a barrier to participation in advanced learning opportunities.

2.4 Enhance the knowledge and awareness of parents and learners about planning and saving for post-secondary studies.

2.5 Improve learning access for Albertans by enhancing transitions into and within the advanced learning system.

2.6 Provide opportunities in local communities for adults including Aboriginal, immigrant, youth and other under-represented groups to return to learning to meet their personal learning and employment goals.

2.7 Develop innovative approaches to improve participation and achievement in apprenticeship and industry training, in response to industry needs.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Increase in participation by Albertans aged 18-64 in learning opportunities (base year 2004)	10,500 (2005)	12,800	15,000	20,000
2.b Increase in full-load equivalent student spaces	2,550 (2005-06)	7,350	10,200	11,800
2.c Participation rate in post-secondary education – Albertans aged 18-34	19% (2005)	21%	23%	23%
2.d Public satisfaction that adult Albertans can access education or training	69% (2004-05)	72%	74%	76%
2.e New apprentices registered (five year average)	13,886 (2005)	15,000	17,000	18,000
2.f Participation of Aboriginal Albertans in apprenticeship	760 (2004-05)	1,100	1,350	1,500
2.g Public agreement that the learning system is within the means of most Albertans	46% (2004-05)	50%	55%	60%

A new measure is being developed for this goal that will be linked to the outcome: Alberta's advanced learning system is affordable to learners. This measure, to be determined, will have targets set upon availability of data.

ORGANIZATIONAL STRUCTURE SUPPORTING OUR BUSINESS PLAN

CORE PROGRAM DIVISIONS

Advanced Education's two core program divisions, Adult Learning and Apprenticeship and Industry Training, provide learning services and standards for the advanced learning system. They carry out the Ministry's mission and provide a framework for achieving results and allocating resources. The core divisions work closely with advanced learning system stakeholders and provincial ministry partners to ensure program continuity and smooth transitions for learners. Advanced Education's core program divisions support the two Ministry core businesses.

Adult Learning

The Adult Learning Division works with adult learners and the public and private post-secondary institutions to support learners, provide learning opportunities and enhance the advanced learning system. Specifically, the Division: funds post-secondary learning providers; provides student financial assistance to Albertans; coordinates and approves programs of study at public institutions; licenses and approves programs offered by private providers; funds, supports and provides community adult learning opportunities; evaluates credentials of new Albertans for learning and employment opportunities; and provides information and policy support to the advanced learning system.

Apprenticeship and Industry Training

The Apprenticeship and Industry Training Division works with industry, employer and employee organizations, technical training providers, government and ministry divisions to support the development, maintenance and delivery of designated trade and occupation programs. Specifically, the Division: provides planning, coordination and policy support to the Alberta Apprenticeship and Industry Training Board and its network of industry committees; facilitates industry's development of training and certification standards; counsels apprentices and employers; provides funding for approved programs; promotes participation and certifies individuals in designated trades and occupations; and monitors the workplace for compliance with the *Apprenticeship and Industry Training Act* and regulations.

SUPPORTING DIVISION

Strategic Corporate Services

Similar to core program divisions, the Strategic Corporate Services Division is also part of the ongoing work that the department undertakes to achieve its goals by providing services that focus on department-wide operations and by facilitating integration and accountability across the department and the advanced learning system. The Division serves as a strategic partner in program development and delivery through the provision of department-wide business planning, performance measurement and consultation, legislative planning, financial services, human resource planning and information management and technology services.

ADVISORY BOARDS AND COUNCILS

Alberta Council on Admissions and Transfer

The Alberta Council on Admissions and Transfer is a 15-member Council, with representation from the public, students, the universities, public colleges and technical institutions, private colleges and Alberta Education. As an independent body, which reports annually to the Minister of Advanced Education, it is responsible for developing policies, guidelines and procedures designed to facilitate transfer agreements among post-secondary institutions. The framework for these admissions and transfer agreements is contained in the Council's principles, policies and procedures, published in the *Alberta Transfer Guide*.

Alberta Apprenticeship and Industry Training Board

The Alberta Apprenticeship and Industry Training Board works with industry to establish the standards and requirements for training and certification in programs under the *Apprenticeship and Industry Training Act*. The Board makes recommendations to the Minister of Advanced Education about the needs of Alberta's labour market for skilled and trained workers and the designation of trades and occupations. The Board establishes or recognizes trade and occupation-specific industry committees and appoints members to these committees, and promotes participation in careers, training and certification in trades and occupations. The Board consists of 13 members, appointed by the Lieutenant Governor in Council, who are knowledgeable about training in trades and occupations and the needs of the Alberta labour market. Employers and employees are represented in equal numbers. Eight of the members represent employers and employees in designated trades and four represent employers and employees in other industries.

Campus Alberta Quality Council

In spring 2004, the *Post-secondary Learning Act* was proclaimed into law, which provides for the establishment of the Campus Alberta Quality Council. The Campus Alberta Quality Council is an 11-member Council that provides advice to the Minister of Advanced Education with respect to the quality of all proposed degree programs at both public and private institutions. It is also responsible for monitoring the programs once approved to ensure that the Council's conditions and quality standards continue to be met.

Students Finance Board

The Students Finance Board is an 11-member Board appointed by the Minister of Advanced Education. The members of the Board serve three-year terms, and may serve no more than two terms. The Board provides advice to the Minister on matters pertaining to student financial assistance, including scholarships under the *Alberta Heritage Scholarship Act*.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Support the Advanced Learning System to Provide High Quality Learning Opportunities	1,474,667	1,545,595	1,661,197	1,960,295	2,256,437	2,271,638
Support Adult Learners to Achieve Their Maximum Potential	188,440	215,232	183,678	237,695	242,057	243,237
MINISTRY EXPENSE	1,663,107	1,760,827	1,844,875	2,197,990	2,498,494	2,514,875

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
REVENUE						
Internal Government Transfers	125,169	60,600	71,250	96,202	97,810	98,531
Transfers from Government of Canada	216,985	242,313	218,705	252,617	274,750	286,857
Investment Income	4,495	6,000	6,000	8,000	9,800	9,800
Premiums, Fees and Licences	3,512	3,479	4,924	5,461	5,473	5,473
Other Revenue	2,812	2,326	2,326	2,526	2,526	2,526
MINISTRY REVENUE	352,973	314,718	303,205	364,806	390,359	403,187
EXPENSE						
Program						
Assistance to Post-Secondary Institutions	1,226,564	1,397,218	1,430,752	1,597,039	1,721,475	1,810,291
Access to the Future Fund	-	-	-	45,000	34,358	35,079
Post-Secondary Facilities Infrastructure	214,946	104,500	185,000	273,143	455,167	380,827
Support to Post-Secondary Learners	154,796	158,055	138,155	176,352	179,552	179,552
Alberta Centennial Education Savings Plan	-	19,500	6,000	19,500	19,500	19,500
Apprenticeship Delivery	21,425	23,667	26,718	27,129	27,129	27,129
Ministry Support Services	11,966	20,989	20,479	20,109	20,217	20,217
Program Delivery Support	33,410	36,898	37,771	39,718	41,096	42,280
MINISTRY EXPENSE	1,663,107	1,760,827	1,844,875	2,197,990	2,498,494	2,514,875
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(1,310,134)	(1,446,109)	(1,541,670)	(1,833,184)	(2,108,135)	(2,111,688)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Revenue	352,973	314,718	303,205	364,806	390,359	403,187
Inter-ministry consolidation adjustments	(125,169)	(60,600)	(71,250)	(96,202)	(97,810)	(98,531)
Consolidated Revenue	227,804	254,118	231,955	268,604	292,549	304,656
Ministry Expense	1,663,107	1,760,827	1,844,875	2,197,990	2,498,494	2,514,875
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**1,663,107**	**1,760,827**	**1,844,875**	**2,197,990**	**2,498,494**	**2,514,875**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(1,435,303)	(1,506,709)	(1,612,920)	(1,929,386)	(2,205,945)	(2,210,219)

Agriculture, Food and Rural Development

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 7, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Doug Horner

Doug Horner, *Minister of Agriculture, Food and Rural Development*
March 7, 2006

THE MINISTRY

The Ministry of Agriculture, Food and Rural Development (AFRD) consists of the Department of Agriculture, Food and Rural Development and Agriculture Financial Services Corporation (AFSC). The Ministry is also responsible for the Office of the Farmers' Advocate; Irrigation Council; Agricultural Products Marketing Council; and Alberta Grain Commission.

VISION

Growing Alberta farms, processors, and all other agricultural businesses along with vibrant rural communities.

MISSION

To enable the growth of a globally competitive, sustainable agriculture and food industry through essential policy, legislation, information and services in partnership with vibrant rural communities.

CORE BUSINESSES

Core Business 1: Facilitate Sustainable Industry Growth
Core Business 2: Enhance Rural Sustainability
Core Business 3: Strengthen Business Risk Management

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Agriculture, Food and Rural Development contributes to Goal 1: Alberta will have a diversified and prosperous economy, under the key opportunity of Unleashing Innovation. The Ministry contributes to this goal by facilitating the growth of the agriculture industry through several programs and functions, including implementing the Agriculture Growth Strategy and the Six-point Recovery Strategy. The Ministry also works to secure a stronger future for rural Alberta through implementation of the Rural Development Strategy.

The Ministry contributes to Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life, under the Capital Plan. This is done by providing cost-shared funding to Alberta's 13 irrigation districts to rehabilitate the districts' water conveyance infrastructure, supporting municipalities to develop water/wastewater infrastructure for agricultural processing and administering funding under the Municipal Industrial Wastewater Infrastructure Program.

The Ministry also contributes to Goal 8: Alberta will have a financially stable, open and accountable government, under the key opportunity of Making Alberta the Best Place to Live, Work and Visit. This contribution is made by servicing the debt incurred by the Agriculture Financial Services Corporation (AFSC) in providing service to its clients.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry will continue to partner with industry and other governments as we support the industry in strengthening its position globally in its recovery from the longer-term impacts of Bovine Spongiform Encephalopathy (BSE) and successive years of drought and ongoing cost competitiveness issues. The erosion of equity resulting from these events increases the need for innovative long-term solutions to mitigate these types of risk. These events, combined with the opportunity to grow the value-added industry, will continue to result in revisions to Ministry programming in 2006 and in future years, ensuring the industry is poised to grow and diversify beyond its pre-BSE strength.

The Agricultural Policy Framework (APF) continues to impact the strategic direction in this plan. The objectives of the five chapters of the APF are linked to the goals in this plan. Negotiation of the next phase of the Framework will require ongoing effort in partnership with industry to allocate resources for the implementation of components of the strategy. Opportunities to appropriately align Alberta's policies and processes with national and international developments and opportunities, such as food policies, environmental goods and services and biowaste management will need to be explored.

Strategies for rural development, growth and research and development are at various stages of implementation. These initiatives will continue to impact the future direction of the Ministry and its programming in 2006 and beyond.

Current conditions in the agriculture and food industry clearly demonstrate the susceptibility to inherent risks such as poor weather, declines in global commodity prices and exchange rates, and changes in the overall economy. While the Ministry's strategic direction is outlined, it is acknowledged that from year to year, changes must be made to accommodate specific developments. Monitoring of world trade issues, including food policy challenges and the associated impacts on legislative and regulatory frameworks will require ongoing management.

The Institute of Food and Agricultural Sciences, Alberta (IFASA) is a collaboration among the Alberta Research Council, the University of Alberta and AFRD. IFASA will enable internationally recognized, multidisciplinary research programs, which have critical mass, to be built, strengthening Alberta's applied research and technology commercialization capacity.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. The Rural Development Strategy **Linkage: Goal 4**	The Rural Development Strategy is a cross-government strategy and is being implemented through rural-focused initiatives within each ministry. The Ministry of Agriculture, Food and Rural Development is responsible to coordinate a collaborative, cross-ministry approach that delivers an integrated suite of programs and services to rural Albertans. In addition to implementing their own specific initiatives, the Ministry is also responsible for fostering community engagement and providing opportunities and mechanisms for government to hear and respond to rural based needs, issues and concerns. Funding has been allocated to support community based projects to respond to the recommendations of government's Rural Development Strategy.
2. The Agriculture Growth Strategy **Linkage: Goals 1 and 4**	The industry opportunity to sustainably grow primary agricultural production to $10 billion and value-added industry to $20 billion by 2010 will be achieved through the implementation of the growth strategy by industry. The Ministry will continue to work in partnership with industry to clearly articulate outcomes in both qualitative and quantitative terms, including the development of appropriate levels of slaughter capacity, to facilitate achievement.
3. The Research and Innovation Strategic Framework **Linkage: Goals 1, 2, 3 and 4**	Longer-term achievement of the Ministry's vision and mission will be dependent on industry's ability to support strategically targeted research in the agriculture and food industry. The Ministry will focus efforts on the components of the Research Strategy in partnership with industry and Innovation and Science.
4. Animal Health and Food Safety Surveillance **Linkage: Goals 1 and 2**	The Ministry and the province's cattle industry are committed to implementing processes that will help maintain Canada's status as a minimal risk country and promote Alberta's safe food practices as among the best in the world helping to contribute to the growth of the industry.

5. **Business Risk Management**

Linkage: Goals 1, 4 and 5

The susceptibility of the agriculture and food industry to inherent risks evidences the need for a continued strategic focus on business risk management. The Ministry will continue to work in partnership with industry and other governments to help business managers make the decision necessary to mitigate the impacts of these risks.

6. **Six-point Recovery Strategy**

Linkage: Goals 1, 2 and 6

The Ministry's Six-point Recovery Strategy will require continued commitment from Ministry officials in assisting the beef industry in its recovery from the impacts of BSE. The six elements of the strategy include addressing slaughter capacity, new product development, set-aside programs, surveillance, the Canadian Agricultural Income Stabilization Program as well as research initiatives.

7. **Using and Respecting the Land**

Linkage: Goals 1 and 3

Agriculture, Food and Rural Development is working with other ministries to develop a land use framework for effective management of competing land use interests to preserve Alberta's high quality of life and continued economic prosperity. The framework will consider the needs, perspectives and issues of all Albertans, including the agricultural industry, working agricultural landscapes and the natural capital value of those landscapes.

8. **Water for Life: Alberta's Strategy for Sustainability**

Linkage: Goals 1, 3, 4, 5 and 6

Water for Life: Alberta's Strategy for Sustainability is a comprehensive, 10-year strategy for water and watershed management in the province. Implementing the Water for Life Strategy is a key strategic priority of the 2006-09 business plan. Agriculture, Food and Rural Development, along with a number of other ministries, is working collaboratively to ensure the outcomes of the strategy – safe, secure drinking water; healthy aquatic ecosystems; and reliable, quality water supplies for a sustainable economy – are achieved.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Facilitate Sustainable Industry Growth

GOAL ONE 1

Sustainable growth of the agriculture and food industry

What it means This goal recognizes that industry growth is the outcome of long-term profitability arising from a competitive agriculture and food industry focused on consumer-driven market opportunities. The Ministry contributes to this goal by encouraging new and diversified product development and investment (primary and value-added food and non-food products) and facilitating long-term sustainable growth in established sectors.

To achieve this goal, the Ministry will incorporate the objectives of the following initiatives into the appropriate division operating plans:

- Alberta's Agriculture Growth Strategy,
- Securing Tomorrow's Prosperity (A Strategy for Sustaining the Alberta Advantage),
- Alberta's Agriculture Research and Innovation Strategic Framework,
- A Place to Grow – Alberta's Rural Development Strategy, and
- Agricultural Policy Framework.

Strategies

1.1 Encourage development of new products, processes and services that respond to new market opportunities and enhance diversity.

1.2 Facilitate capital investment in the agriculture and food industry through opportunity identification, evaluation and lending products.

1.3 Advocate policies/programs and develop networks that facilitate market access, human resource development, industry competitiveness and add value to primary production.

1.4 Develop and administer essential policy, legislation and regulations.

1.5 Deliver targeted research, technology, information and services to enhance competitiveness and market access.

1.6 Work with partners to ensure that appropriate physical infrastructure is in place.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Number of value added products developed and successfully introduced to market with assistance from AFRD.	55[1]	75	90	105
1.b Research and development investment by collaborators leveraged through ministry resources.	$6.7 million	$8.5 million	$10 million	$12 million
1.c Investment supported by AFSC lending services[2].	$298 million	$217 million	$221 million	$225 million

Notes:

[1] The last actual and target numbers for this measure differ from the ones reported in the 2005-2008 Business Plan and the 2004-2005 Annual Report. They have been restated to reflect the intended meaning of this measure, which focuses on development and commercialization of new value-added products.

[2] Total investment in rural business and total amount of farm loans.

GOAL TWO

2 Continued excellence in food safety

What it means This goal recognizes that a reputation for excellence in food safety is essential to maintain consumer confidence and expand markets, both domestic and international.

The Ministry contributes to this goal by promoting or directing implementation of food safety systems in the production of food. This is achieved through essential food safety legislation, regulations, policy and education, and through surveillance systems that support consumer confidence and market access. These initiatives support the development of a national approach to food safety as identified in the Agricultural Policy Framework.

Strategies

2.1 Facilitate adoption of internationally accepted food safety systems and standards in production and processing of Alberta food.

2.2 Maintain a continually improving surveillance system that validates and identifies opportunities for enhancing the safety of Alberta's agriculture and food products.

2.3 Review and administer essential policy, legislation and regulation, and facilitate emergency response.

2.4 Develop and transfer knowledge and technology in support of safe food production and processing.

2.5 Deliver information, training and other programs that enhance food safety awareness and supports access to domestic and international markets.

2.6 Represent the Province's interests in national, provincial and industry food safety and traceability initiatives.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Number of surveillance and monitoring initiatives designed to measure hazards in food production.	17	10	12	12
2.b Percentage of Alberta production produced under on-farm food safety programs[1].				
• chicken farms (mandatory)	99.93	98	98	98
• hog farms (voluntary)	95.2	98	98	98
• beef feed lots (voluntary)	4.0	40	50	60
• dairy	8.5	20	30	40
2.c Percentage of Alberta licensed food production facilities that have added a preventative system to their existing food safety system.				
• meat - HACCP[2] Pre-requisites (Meat Facility Standards ver. II)	0	5	45	95
• meat - HACCP[2] (Alberta HACCP Advantage)	0	1	2	3
• dairy[3]	0	100	100	100

Notes:

[1] On-Farm Food Safety programs are industry led initiatives designed to provide an optimum level of safety for products produced on farms. These programs undergo national technical review and are implemented by producers with help from their provincial commodity groups. Implementation by producers may be voluntary or mandatory depending on the commodity.

[2] HACCP is an acronym, which means Hazard Analysis Critical Control Point. HACCP is a system, which identifies, evaluates, and controls hazards, which are significant for food safety. Measure has changed to reflect new provincial programs and standards.

[3] Written and auditable food safety preventative programs will be implemented in a stepwise fashion in Alberta licensed dairy food processing facilities. This approach considers a need to mitigate risk in a voluntary environment and industry's capability to implement. The strategy would see implementation of a recall program in all facilities in 06/07, followed by a comprehensive allergen program in 07/08 and sanitation/pest control in 08/09. These programs are consistent with the Alberta HACCP Advantage.

Core Business Two: Enhance Rural Sustainability

GOAL THREE 3

Improved environmental stewardship

What it means This goal recognizes it is the role of the Ministry to assist the agriculture and food industry to maintain or improve Alberta's air, water and soil for the well being of current and future generations. The Ministry contributes to this goal through essential policy, legislation, information and services related to soil conservation, water quality, air quality, climate change and biodiversity.

To achieve this goal the Ministry will incorporate the objectives of the Environment Chapter of the Agricultural Policy Framework, Water for Life: Alberta's Strategy for Sustainability, the Agriculture Growth Strategy, the Rural Development Strategy and the agricultural components of the provincial Climate Change Strategy into appropriate division operating plans.

Strategies

3.1 Support and conduct applied/adaptive research and evaluations to develop economically sound, environmentally friendly beneficial management practices for relevant areas of crop and livestock production and agricultural processing.

3.2 Transfer integrated technology and knowledge to assist the industry in becoming more environmentally sustainable, including provision of support for adoption of environmental farm plans.

3.3 In consultation with the industry and other involved ministries, provide guidelines, standards, regulations and legislation for environmental performance requirements to sustain the quality of Alberta's soil, water and air.

3.4 Monitor the effect of the agricultural production and processing industry on soil and water quality.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of producer survey respondents who have adopted improved environmentally sustainable agriculture practices (formal evaluation every three years; next survey to be conducted in 2006/07 and reported in June 2007).	53 (2003-04)	58	58	58
3.b Number of producers provided with specific training and technical support to enable development of environmental farm plans.	1968 (2004-05)	4000[1]	5000[1]	6000[1]

Note:

[1] Targets reflect a cumulative growth of 1000 per year.

GOAL FOUR 4 Strengthened rural communities

What it means This goal recognizes that sustainable rural communities with increased human and business capacity are components of a prosperous province. The Ministry contributes to this goal by working to strengthen rural communities through facilitating leadership and skill development, business growth and development and community infrastructure.

To achieve this goal, the Ministry will incorporate the priorities of the Rural Development Strategy.

Strategies

4.1 Provide leadership and skill development for youth and adults actively engaged in agriculture and community organizations and rural businesses.

4.2 Facilitate the development and sustainability of rural communities and organizations to be flexible, adaptable and manage change.

4.3 Facilitate the growth and development of sustainable agricultural and rural businesses.

4.4 Coordinate a collaborative, cross-ministry approach to the implementation of the Government of Alberta Rural Development Strategy.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a Number of rural[1] businesses assisted by AFSC lending services.	273	210	255	300
4.b Total investment leveraged in rural[1] businesses facilitated through AFSC lending services[2].	\$169 mil[3]	\$80.0 mil	\$82.0 mil	\$84.0 mil
4.c Percentage of ministry supported, agricultural-related community activities that focus on leadership development.	27	29	30	30
4.d Percentage of rural youth and adults participating in Ministry-supported programs that report effective learning from those programs.	91	90	90	90

Notes:

[1] Rural means communities outside Edmonton and Calgary.

[2] The figures presented in the targets represent all investment in rural businesses, including AFSC direct assistance, partnership lending (i.e. Farm Credit Corporation), borrower investment and other sources.

[3] The introduction of two new programs (Beef Product and Market Development Loan Program and the Project Investor Financing Loan Program), enabled AFSC to be involved in a few larger projects, resulting in AFSC exceeding its rural investment target.

Core Business Three: Strengthen Business Risk Management

GOAL FIVE 5

Effective risk management decisions by agricultural business managers

What it means This goal recognizes the business risk associated with production affected by weather extremes, disease epidemics and unforeseen global market influences. Cooperative efforts by service providers will target business management training and information dissemination, allowing managers to adopt the most economical and effective management practices to sustain their business. "Agri-business manager" is an inclusive term indicating the range of industry people, from primary to value added, using risk management tools in decision-making. This goal is manager-driven. The manager makes the decisions, not government on behalf of the manager.

Strategies

5.1 Determine risk management information needs of business managers in the primary and value added sectors.

5.2 Collect, develop and distribute data and information to support business risk management decisions in the primary and value added sectors.

5.3 Facilitate development and use of analytical tools to proactively identify, measure and manage business risk in the primary and value added sectors.

5.4 In collaboration with the private sector, provide information and training on business risk management tools and strategies in the primary and value added sectors.

Performance Measure	Last Actual (2002)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Percentage of managers surveyed, indicating the use of risk management tools for improved decision making.	18	35	50	70

GOAL SIX 6 Effective programs for industry competitiveness and growth

What it means This goal recognizes the need for pro-active financial risk management programming and disaster support in the absence of effective private sector tools when natural and market events occur that are beyond agri-business managers' control. Industry stability is desirable from a Ministry perspective as it helps agri-businesses recover from disaster events and facilitates overall industry growth.

The Ministry contributes to this goal by continuously improving appropriate programs such as the Canadian Agricultural Income Stabilization (CAIS) Program, Production Insurance and disaster recovery initiatives.

Strategies

6.1 Design and deliver production risk and income stabilization programs through the Agricultural Policy Framework Agreement.

6.2 Develop and deliver specific programs that increase industry competitiveness.

6.3 Develop programs, where appropriate, that respond to significant events that impact business sustainability.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
6.a Percentage of eligible seeded acres for major crop categories insured under Production Insurance.				
• Annual Crops	67	60	62	64
• Perennial Crops	3	25	30	35
6.b Percentage of Alberta farm cash receipts represented by Alberta participants in the CAIS Program	87	88	90	90

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Facilitate Sustainable Industry Growth	287,616	219,272	250,311	233,517	217,430	221,341
Enhance Rural Sustainability	47,249	57,320	59,676	158,278	58,326	58,343
Strengthen Business Risk Management	997,301	922,997	767,454	749,720	734,837	745,032
MINISTRY EXPENSE	1,332,166	1,199,589	1,077,441	1,141,515	1,010,593	1,024,716

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
REVENUE						
Internal Government Transfers	16,620	22,220	22,220	22,220	22,220	22,220
Transfers from Government of Canada	506,216	354,630	226,729	303,354	301,857	300,069
Investment Income	80,674	86,434	84,180	85,688	91,486	96,638
Premiums, Fees and Licences	137,254	158,521	143,502	125,046	142,529	149,897
Other Revenue	53,123	10,432	12,029	10,431	10,404	10,427
MINISTRY REVENUE	793,887	632,237	488,660	546,739	568,496	579,251
EXPENSE						
Program						
Farm Income Support	709,516	501,124	459,702	371,428	369,450	369,840
Lending	30,318	33,179	27,463	27,147	27,431	28,896
Insurance	284,382	418,004	303,560	374,282	361,376	371,181
Planning and Competitiveness	11,191	13,254	14,242	13,743	13,743	13,743
Rural Development	30,571	38,480	38,813	138,831	38,831	38,831
Industry Development	132,408	42,592	80,218	44,018	44,078	42,938
Environment and Food Safety	47,510	56,743	61,132	78,325	58,445	58,505
Infrastructure Assistance	23,815	27,000	34,000	29,000	29,000	29,000
Ministry Support Services	13,598	13,507	15,531	14,035	14,055	14,035
Valuation Adjustments and Other Provisions	3,800	2,427	(1,872)	2,359	2,255	2,135
Program Expense	1,287,109	1,146,310	1,032,789	1,093,168	958,664	969,104
Debt Servicing Costs						
Agriculture Financial Services Corporation	45,057	53,279	44,652	48,347	51,929	55,612
MINISTRY EXPENSE	1,332,166	1,199,589	1,077,441	1,141,515	1,010,593	1,024,716
Gain (Loss) on Disposal of Capital Assets	(1,217)	-	-	-	-	-
NET OPERATING RESULT	(539,496)	(567,352)	(588,781)	(594,776)	(442,097)	(445,465)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	793,887	632,237	488,660	546,739	568,496	579,251
Inter-ministry consolidation adjustments	(17,186)	(22,220)	(22,220)	(22,220)	(22,220)	(22,220)
Consolidated Revenue	776,701	610,017	466,440	524,519	546,276	557,031
Ministry Program Expense	1,287,109	1,146,310	1,032,789	1,093,168	958,664	969,104
Inter-ministry consolidation adjustments	(566)	-	-	-	-	-
Consolidated Program Expense	**1,286,543**	**1,146,310**	**1,032,789**	**1,093,168**	**958,664**	**969,104**
Ministry Debt Servicing Costs	45,057	53,279	44,652	48,347	51,929	55,612
Consolidated Expense	1,331,600	1,199,589	1,077,441	1,141,515	1,010,593	1,024,716
Gain (Loss) on Disposal of Capital Assets	(1,217)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(556,116)	(589,572)	(611,001)	(616,996)	(464,317)	(467,685)

Children's Services

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Heather Forsyth, *Minister of Children's Services*
March 1, 2006

THE MINISTRY

The Ministry Business Plan for 2006-09 comprises the following reporting entities:

- *Department of Children's Services* – provides leadership to: (a) establish policies that promote the well-being of children, youth and families; (b) support the delivery of quality services focused on improving outcomes for children, youth and families; (c) promote greater capacity for community services that support children in reaching their potential; and (d) design business strategies that help the Ministry achieve its vision.
- *Child and Family Services Authorities* – help determine ministry-wide priorities and directions, deliver ministry programs and services, and meet the local priorities and needs of children, families, and communities.

The Ministry also includes the following:

- *Youth Secretariat* – advises the Minister on key issues facing youth and ways to address those issues.
- *Child and Youth Advocate* – represents the rights, interests and viewpoints of children and youth receiving child protection or family enhancement services or who are being helped under the *Protection of Children Involved in Prostitution Act.*
- *Social Care Facilities Review Committee* – a citizen panel with a legislated mandate to monitor provincially funded social care facilities and investigate complaints to ensure the best possible care.
- *Appeal Secretariat* – Citizen appeal panels established in legislation to hear appeals of decisions under the *Child, Youth and Family Enhancement Act,* the *Family Support for Children with Disabilities Act* and the *Social Care Facilities Licensing Act.*
- *Alberta's Promise* – An initiative that encourages all sectors of the community to direct more resources to benefit children and youth. Alberta's Promise receives strategic advice from the Premier's Council, chaired by the Premier of Alberta, including seventy other businesses, foundations, agencies and community leaders from throughout Alberta.

The business plan also recognizes the critical role of our partners in delivering provincial programs and services. At the local municipal level the Ministry invests in Family and Community Support Services to strengthen the capacity and self-reliance of communities to plan and deliver services to meet the needs of chilren, youth and families. The Ministry also enters into a range of contracts and agreements with agencies, Delegated First Nations Agencies and Aboriginal organizations to provide services at the community level. The Ministry also works with the Alberta Centre for Child, Family and Community Research to develop a strategic research plan. Other ministries, as well as municipal/provincial/territorial/federal governments are strategic partners.

VISION

Strong children, youth, families and communities

MISSION

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and individuals.

CORE BUSINESSES

Core Business 1: **Promoting the development and well-being of children, youth and families**
Goal 1 - Children and youth will have a healthy start in life and the supports they need to reach their potential
Core Business 2: **Keeping children, youth and families safe and protected**
Goal 2 - Families will be safe, healthy, and able to promote children's development
Goal 3 - Children in need will be protected and supported by permanent, nurturing relationships
Core Business 3: **Promoting healthy communities for children, youth and families**
Goal 4 - The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted, supported and comparable to that of other Albertans
Goal 5 - Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

Better Outcomes for Children Realized through Stronger Families and Communities

THE ALBERTA RESPONSE

CORE BUSINESSES:

Promoting the development and well-being of children, youth and families.

Keeping children, youth and families safe and protected.

Promoting healthy communities for children, youth and families.

Prevention

Preservation & Protection

Partnerships

KEY PROGRAM AREAS:

Prevention

Preventative supports for children, youth and families

- Prevention of Family Violence and Bullying
- Parenting Resources Initiative
- Early Intervention
- Child Care
- Youth In Transition
- Family Support for Children with Disabilities
- Fetal Alcohol Spectrum Disorder Initiative
- Family and Community Support Services

Preservation & Protection

Preserving families at risk
Protecting children and youth in need

- Protecting Children from Sexual Exploitation
- Child Intervention Services
- Child and Youth Advocate

Partnerships

Building resources for community based service delivery

- Community Initiatives
- Child and Family Research
- Alberta's Promise
- Delegated First Nations Agency and Métis Community Initiatives
- Aboriginal Suicide Initiative
- Children and Youth with Special/Complex Needs Initiatives
- Community Incentive Initiative
- Youth Forums and Youth Network Initiatives

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Investments in children, youth and families are the foundation to realizing Alberta's vision – *a vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children.*

Services to Alberta's children are not only an important service to those in need; they are an investment in the human potential of the province. Children's Services' core businesses and goals are aligned with and give support to the Government of Alberta Strategic Business Plan in Goal 4 – *Alberta's children and youth will be supported in reaching their potential.* The Ministry is committed to achieving the Government of Alberta Strategic Business Plan by supporting Opportunity 4 – Making Alberta the Best Place to Live, Work and Visit. The Ministry works to achieve its vision through joint initiatives with community partners. Children's Services' strategic directions supporting the government's business plan are: **prevention** – a healthy start and supports for children to learn, grow and succeed; **preservation** – a safe nurturing family environment for children; **protection** – a safety net to protect vulnerable children in need; and **partnerships** – a community to help families raise their children.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The following opportunities and challenges are key drivers that will impact the Ministry's ability to achieve its goals. Children's Services considers these drivers when establishing initiatives and strategies to support the development of resilient children, youth and families.

Changing social, demographic and economic factors influence both the needs of Alberta's children and the expectations of the public to provide these services. The reality of finite resources creates a challenging environment to ensure that all Alberta's children have the opportunity to reach their full potential. Opportunities exist to move beyond treating symptoms with child protection to a greater focus on prevention and preservation solutions.

Intervening Early

The new *Child, Youth and Family Enhancement Act* has created the opportunity to provide families with preventative services before they reach a crisis. The new Act will see families receiving services earlier and reduce the number of children who then need to come into care of the government. The Family Support for Children with Disabilities program provides supports that preserve and strengthen families, and reduce the possibility that they will need to access crisis intervention services.

Family Violence and Protection of Children

Family violence and the protection of children is a significant concern to the Ministry. Canadian children and youth under the age of 18 accounted for 21 per cent of victims of physical assault and 61 per cent of victims of sexual assault, while representing approximately 20 per cent of the population. The 2003 Canadian Incidence Study of Reported Child Abuse and Neglect found that 70 per cent of the substantiated cases of emotional maltreatment were related to exposure to family violence. In 2004-05, 5,791 adults and 5,115 dependent children were admitted to the 28 contracted women's shelters across Alberta. The rate of reported spousal violence continues to be a priority concern to Albertans.

Approximately one in 10 children have bullied others. As many as 25 per cent of children in grades four to six have been bullied, and 14 per cent of children aged 11 to 16 are victims of bullying. Studies have found bullying occurs once every 25 minutes in the classroom and even more frequently on the playground. In the majority of cases, bullying stops within 10 seconds when peers intervene or do not support the bullying behaviour. New technology and cyber-bullying exacerbates this dynamic by providing more opportunities for bullying and shielding the identity of the bully.

Impacts of Substance Abuse

Health Canada estimates that nine in every 1,000 babies born in Canada have Fetal Alcohol Spectrum disorder, which includes a range of birth defects and brain damage caused by prenatal exposure to alcohol. It is estimated that over a lifetime, each individual with Fetal Alcohol Spectrum disorder will need about $1 to $1.5 million in special care and support services.

Proposed legislation to prevent children's exposure to drugs is one way the Ministry will lessen the impacts of substance abuse on children. The increasing incidence of methamphetamine production labs and marijuana grow-ops in houses where children live pose serious risks to children. The full extent of the impact of exposure on children is still to be determined, as are best treatment methods.

Child Sexual Exploitation

Sexual exploitation of children is a global issue that impacts a vulnerable sector of society. Incidents of child pornography, internet luring and the involvement of youth in prostitution are increasing as communications technology has made access to children and youth by perpetrators much easier. Working with other ministries and the justice system, strategies to prevent exploitation of children are being developed and implemented.

Importance of Early Years

The ability of children to fully reach their potential is influenced by what happens during their early years of development. Children aged 0 to 5 years is a growing segment of Alberta's population so programs and services directed at young children will expand to serve the growing needs. Designing early learning and child care programs and services that meet the needs of young children and Alberta families is one way the Ministry supports children to reach their full potential. Through the Family Support for Children with Disabilities program, supports are provided early on to children with disabilities to assist in meeting their developmental needs.

Families with children ages 6 to 12 years need access to programs and services that support their ongoing development. Many families needing care for their children before and after school require access to quality programming and supports. Working with our municipal partners, strategies to build a seamless continuum of child care and parental supports are being developed and implemented.

Aboriginal Children

The Aboriginal population is growing faster and is younger than the non-Aboriginal population. Aboriginal children have a higher representation in the Ministry child protection caseload than non-Aboriginal children. The result is higher costs and use of services for this population.

Significant cross jurisdictional issues regarding federal government funding support for Aboriginal children and families results in service gaps that contribute to poorer outcomes for this population. Early intervention, prevention and family enhancement programs are not supported by federal funding, which increases the likelihood of First Nations children being removed from their homes and coming into government care. The federal government, despite research that indicates the benefits of this approach, has been slow to respond with supports for Early Childhood Development, Early Learning and Child Care programs on-reserve. Federal funding for on-reserve children with disabilities and their families does not provide supports comparable to those received by other Alberta children.

Improving outcomes for Aboriginal children, youth and families is a concern for the Ministry. Creating partnerships with Aboriginal communities to enhance relationships and build practice and service protocols will facilitate effective and culturally appropriate services to Aboriginal children and families.

Impact of Prosperity

The strong economy in Alberta provides families with stable incomes and opportunities to prosper. With economic prosperity many young families with children are moving to Alberta, particularly urban areas. Pressures on changing communities pose challenges for communities to build and maintain strong support systems for children, youth and families. In urban areas challenges include anonymity of families and the complexities of making services known and accessible. Rural communities face challenges of inadequate resources to offer needed services to children and families in remote and sparsely populated areas.

The Ministry is taking advantage of innovative technologies and the SuperNet to enhance services to children and families across the province, and to create opportunities for collaboration and coordination of case management teams in their work with children and their families in the Child and Family Services Authorities.

One impact of prosperity is a labour shortage of skilled service providers to provide support to families and children (i.e. respite providers, aide support, child care workers, rehabilitation workers). Partnering with government and agency partners to meet these resource challenges is critical. Strategies related to recruitment, retention and succession planning of ministry staff would also be implemented.

STRATEGIC PRIORITIES 2006-09

Through a review of external and internal challenges, the Ministry has identified the strategic priorities described below. These are in addition to the important ongoing core activities of the Ministry. The Ministry will continue to implement strategies aimed at improving the continuum of services designed to produce better results for children, youth and families. The Ministry will ensure all re-investment opportunities include a focus on producing better outcomes for Aboriginal children.

1. **Improve the range and impact of preventative strategies**

   Linkage:
   Goals 1, 2, 3, 4 and 5

   Children's Services will undertake reviews of Family and Community Support Services programming and contracted agencies to ensure that communities have the capacity to effectively respond to the needs of families and children preventing or reducing the number and severity of incidents requiring more intensive protection services.

2. **Improve the outcomes for children in care or in need of specialized services**

   Linkage:
   Goals 1, 3 and 4

   Children's Services will examine the drivers that result in youth repeatedly coming into care and develop options to improve their outcomes; fully operationalize the *Family Supports for Children with Disabilities Act* and *Child, Youth and Family Enhancement Act* by 2006; undertake a review and recommend adjustments where required; continue to develop and implement more targeted case management strategies in the regional delivery system; and identify and pursue options to ensure necessary supports are available for successful transition of youth to their independence.

3. **Implement new and/or enhanced early (learning) child development and child care programs and services**

   Linkage:
   Goals 1 and 2

   Children's Services will monitor the availability of community based resources and choices allowing all children to have a healthy start and be ready to learn, and recommend solutions where gaps are identified. Phased implementation of the Parent Link Centre framework will continue, building on existing resources and evaluation of the framework. Implementation of an accreditation system for Alberta child care centres and family day home agencies will continue to assure child development environments are appropriate. The Alberta government will also continue to provide parents the support they need when choosing the right child care for their children.

4. **Implementation of new ministry legislation**

   Linkage:
   Goals 2 and 3

   Children's Services will pursue high priority needs of families and youth through a new *Drug-Endangered Children Act* and amendments to the *Protection Against Family Violence Act* and *Social Care Facilities Licensing Act*.

5. **Develop leadership and governance capacity**

   Linkage:
   Goals 1, 4 and 5

   Children's Services will work within the Ministry and with other ministries and regional delivery agencies and boards, to increase collaboration to ensure high priority needs of children and youth are met and to strengthen the fit of existing policy, programs and services for children and youth. Solutions to the challenges of rural and remote delivery of services will also be pursued, through such initiatives as the Rural Development Strategy.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Promoting the development and well-being of children, youth and families

GOAL ONE 1

Children and youth will have a healthy start in life and the supports they need to reach their potential

What it means The Ministry recognizes the importance that the first six years of a child's life play in terms of setting the foundations for children to learn, grow, and reach their potential. While parents have the primary responsibility for raising their children, government, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth. **Expected outcomes:** Children and youth are physically, emotionally, socially, intellectually and spiritually healthy. Children and youth meet individual developmental milestones.

Strategies

1.1 Lead the implementation of the Strategy for the Prevention of Family Violence and Bullying action plan to support individuals, families, communities and governments to work together towards an Alberta free of family violence and bullying.

1.2 Implement a Bullying Prevention initiative in response to the Alberta Roundtable on Family Violence and Bullying.

1.3 Support quality child care by enhancing the Child Care Accreditation Program to provide additional funding for staffing supports and quality improvements.

1.4 Work with municipalities to enhance training standards for child care professionals providing out of school care and to develop a seamless continuum of program supports for families requiring before and after school care.

1.5 Enhance cross-sector capacity to respond to the needs of children and youth with special and complex needs and their families by improving coordination and access to services and supports.

1.6 Continue to support youth in transition (ages 13 to 22) by enhancing access to mentoring opportunities through coordination of services and supports to youth.

1.7 In collaboration with other ministries and government agencies develop guidelines and resources to implement prevention strategies aimed at preventing Fetal Alcohol Spectrum disorder and substance abuse.

1.8 Work with municipalities and Métis Settlements to strengthen the capacity of Family and Community Support Services Programs to promote, design, integrate, deliver and assess outcomes of services delivered to children, youth and families, mandated under legislation.

1.9 Introduce a continuous improvement process for ongoing implementation of the Family Support for Children with Disabilities legislation.

1.10 Implement strategies based on stakeholder input to ensure that families of children with disabilities are provided information about supports and services available to them and their children.

1.11 Enhance child care that helps parents and families give their children the best possible start in life, including overcoming circumstances that put them at risk, and give their children the support they need to reach their potential.

Performance Measures	Last Actual 2004-05	Target 2006-07	Target 2007-08	Target 2008-09
1.a Percentage of expenditures in the children/youth project and service category of Family and Community Support Services.	29.8%	29%	29%	29%

Note:

1.a The Ministry and local governments jointly fund preventative social services for Albertans through Family and Community Support Services, with one component being children and youth. This measure provides an indicator of the commitment to promote the well being of children, youth and families through Family and Community Support Services.
Source: Annual Family and Community Support Services Program Reports

Under Development

1.b Percentage of licensed day care centers and contracted family day home agencies that are accredited.

1.c Percentage of families accessing Family Support for Children with Disabilities programs that indicate positive impacts.

Notes:

1.b The Alberta Child Care Accreditation program was implemented in October 2004, the third quarter of the 2004 fiscal year. Therefore a full years audited last actual will be available for 2005 reporting.

1.c Following implementation of new *Family Support for Children with Disabilities Act*, the Ministry is interested in determining the impact the program has had in meeting needs and priorities of families.

Core Business Two: Keeping children, youth and families safe and protected

GOAL TWO 2

Families will be safe, healthy, and able to promote children's development

What it means The Ministry works with all its partners to promote and support community-based strategies and resources that help families be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances and ensuring children reside in permanent, nurturing homes. **Expected Outcomes:** Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

Strategies

2.1 Implement and strengthen the coordinated provincial response to family violence and bullying with culturally sensitive and accessible community based services and supports to increase the safety and healthy development of children and families in family violence and bullying situations, including emergency shelter for victims of family violence.

2.2 Implement the government approved amendments to the *Protection Against Family Violence Act*.

2.3 Work with other ministries and community partners to develop a seamless continuum of supports to help preserve families and their ability to nurture their children's well-being and development through initiatives such as Community Partnership Enhancement Initiative.

2.4 With other ministries and government agencies, collaborate to improve supports for children, youth and families impacted by substance abuse including those affected by Fetal Alcohol Spectrum disorder.

Performance Measures	**Last Actual 2004-05**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
2.a Percentage of adults staying at government-funded women's emergency shelters who report that they are better able to keep themselves and the children under their care safer from abuse.	94.2%	95%	95%	95%
2.b Percentage of families accessing ministry programs that indicate positive impacts for their children. Ministry programs surveyed are:				
Foster Care	84.2%	85%	n/a*	90%
Adoption	81.4%	85%	n/a*	90%
Child care Subsidy	94.7%	95%	n/a*	95%

Notes:

2.a Women's emergency shelter services are crucial elements in the prevention of family violence. This measure is about effectiveness of government-funded women's emergency shelter services to support women having taken short-term (21-day) refuge from family violence in their efforts to reduce future risks of abuse.
Source: Women's Emergency Shelter Outcomes Exit Survey

2.b One key outcome indicator for how programs and services are performing involves feedback from the users of those programs and services. This measure involves client surveys of key ministry programs where clients can provide feedback on their satisfaction with services received and their perception of the program's impact on their family.
Source: Multiple client surveys.
*Surveys done every two years.

GOAL THREE 3

Children in need will be protected and supported by permanent, nurturing relationships

What it means Every child deserves a home where they are safe and nurtured. The Ministry intervenes to support families in providing children with environments that are safe and nurturing and free from abuse and neglect. When circumstances require children to be taken into care, the goal is to reunite the children with their families or to place the children in other nurturing, permanent homes as soon as possible. **Expected Outcomes:** Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life-long relationships and connection to family, culture and community.

Strategies

3.1 Introduction of the new *Drug-Endangered Children Act*.

3.2 Continue to implement the new *Child, Youth and Family Enhancement Act* by developing a best practice framework which will support the case worker's ability to improve the safety and well-being of children, involve families and children in decision making, assure quality services to promote children's development, shorten the time children spend in government care, and unite children with their families or place in other permanent, nurturing homes.

3.3 Continue to develop and maintain quality assurance mechanisms including the Appeal Secretariat and the Social Care Facility Review Committee.

3.4 Continue to develop and implement processes to appoint lawyers to represent children and youth in matters under the *Child, Youth and Family Enhancement Act* and work with partners to develop processes to provide children and youth with legal representation in high conflict custody and access cases.

3.5 Continue to refine and implement prevention and treatment strategies for high risk youth and youth involved in prostitution and work with stakeholders to develop and enhance programs to prevent the sexual exploitation of children and youth through prostitution, internet luring and child pornography.

3.6 Undertake a review of the *Social Care Facilities Licensing Act*, to promote quality of care in social care facilities.

3.7 Improve access to Advancing Futures Bursary program to help increase the educational attainment of youth in care.

Performance Measures	Last Actual 2004-05	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of children who suffer injury that results in hospitalization or death while receiving protective services.	0.1%	0	0	0
3.b Percentage of children who experience at least one incident of child maltreatment within twelve months of a previously confirmed incident of child maltreatment.	18.6%	16.7%	16.7%	16.7%

Notes:

3.a Protection from serious harm is a key priority for all protective services. This measure provides an indication of Children's Services' performance in keeping children in protective services safe from harm.
Source: Child, Youth Information Module

3.b A goal of child intervention services is to prevent future maltreatment of children who receive these services. This measure is designed to assess the performance of the ministry in its effort to reduce the recurrence of maltreatment.
Source: Child, Youth Information Module

Under Development

3.c Number of children in the permanent care of the Director who are adopted.

3.d Number of children, in the permanent care of the Director, for whom Private Guardianship Orders are granted.

Note:

Ensuring children are supported by permanent, nurturing relationships is a key objective of the Ministry. Performance Measures 3.c and 3.d are considered as twin-indicators of its performance on permanency placement of children in permanent care.

Core Business Three: Promoting healthy communities for children, youth and families

GOAL FOUR 4

The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted, supported and comparable to that of other Albertans

What it means First Nations, Métis and other Aboriginal peoples have the desire, ability and commitment to improve outcomes for and the success of Alberta's children, families and communities. The Ministry works with First Nations, Métis and other Aboriginal peoples to build on the strengths of Aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth, and families. **Expected Outcomes:** Aboriginal communities have the capacity to meet the needs of children, youth and families. There are a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and family receive culturally appropriate services.

Strategies

4.1 Continue to improve the quality of services and address service gaps to meet the needs of Aboriginal children, youth and families.

4.2 Continue to work with the Delegated First Nations Agencies to support them in their negotiations with the Federal government regarding delivery of services under the new *Child, Youth and Family Enhancement Act* that are equitable to all Albertans.

4.3 Continue the joint table meetings with Child and Family Service Authorities and Delegated First Nations Agencies to address common and ongoing issues related to meeting the needs of Aboriginal children, youth and families.

4.4 Increase permanency-planning options with First Nation and Métis communities.

Performance Measures	Last Actual 2004-05	Target 2006-07	Target 2007-08	Target 2008-09
4.a Percentage of Aboriginal children who suffer injury that results in hospitalization or death while receiving protective services.	0.1%	0	0	0
4.b Percentage of Aboriginal children in foster care that are placed with Aboriginal families.	36%	39.7%	41.7%	43.8%

Notes:

4.a Protection from serious harm is a key priority for all protective services. This measure provides an indication of Children's Services' performance in keeping Aboriginal children safe from harm.
Source: Child, Youth Information Module

4.b When children and youth must be removed from their homes, efforts should be made to place them in families that are geographically and culturally appropriate, socially familiar and nurturing to the child. Focusing on Aboriginal children in foster care, this measure is an effort to show how the Ministry is performing in its efforts to achieve ethno-cultural placement matching thereby contributing to reconnecting Aboriginal children to their cultural roots and environment.
Source: Child, Youth Information Module

GOAL FIVE 5

Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

What it means Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The Ministry works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place, and at the right time. **Expected Outcomes:** Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.

Strategies

5.1 Continue to provide leadership to cross-ministry work that supports children and youth in becoming caring, contributing and self-reliant citizens.

5.2 Develop and enhance the capacity of Child and Family Services Boards to effectively govern the regional authorities.

5.3 Collaborate with national partners, universities, other ministries, the community and the Alberta Centre for Child, Family and Community Research, to promote policy relevant research and effective practices to improve outcomes for children, youth, families and communities.

5.4 Support the continuing operations of Alberta's Promise, a public-private partnership dedicated to finding unrealized resources leading to new and better ways of working together to give children the opportunity to lead happy, healthy, and successful lives.

5.5 Support community stakeholders to develop and enhance collaborative coordinated responses to family violence through the Community Incentive Fund.

5.6 Facilitate, promote and recognize youth engagement by supporting youth forums, youth networks and youth consultations.

5.7 Support the work of the Youth Secretariat and Youth Advisory Panel to identify and address issues facing youth.

Performance Measures	Last Actual 2004-05	Target 2006-07	Target 2007-08	Target 2008-09
5.a Percentage of community stakeholders reporting an increase in the community's ability to meet the needs of children, youth and families.	60.8%	63%	n/a*	65%
5.b Percentage of children and youth who received family enhancement services and afterwards did not require protective services.	85.2%	2% over 2005-06 actual	2% over last actual	2% over last actual

Notes:

5.a Involvement of community stakeholders at the local level improves the delivery of services to children and better enables response to specific community needs. This measure involves a survey conducted with a comprehensive listing of community stakeholders provided by the Child and Family Services Authorities.
Source: Community Partners Survey
*Survey done every two years

5.b This measure is about the effectiveness of the family enhancement services – a child intervention delivery approach that engages families with community-based services to resolve issues before they escalate to a level that requires protective services. With the implementation of the new *Child, Youth and Family Enhancement Act*, the nature of delivering enhancement services is changing. A new baseline is being established in 2005-06.
Source: Child, Youth Information Module

MINISTRY-WIDE CORPORATE OBJECTIVES:

The Ministry-wide corporate objectives support goal achievement across all three core businesses. Program Quality and Standards and Community Strategy and Support focus on policy and program development to support community-based program delivery and contribute to children and youth in reaching their potential. Ministry Support Services provides support service to all areas of the ministry in the matters of: planning, reporting, measurement, human resource and financial management, information management and technology and legal services. Children's Services corporate objectives are:

I. Strengthen business planning and results reporting, to support decision-making and accountability, with an increased emphasis on longer-term strategic planning and implementation of a comprehensive performance measurement framework.

II. Develop and co-ordinate ministry human resource strategic planning to ensure that the organizational capacity and competencies and morale are in place to meet service delivery requirements along with the tools/support/resources to enhance organizational effectiveness.

III. Increase the use of common cross-government transactional services available from Alberta Restructuring and Government Efficiency and address service issues and implement service improvements from either Alberta Restructuring and Government Efficiency or the cross-government Administrative Services Council.

IV. Develop and implement leading edge strategic financial and accounting policies and practices, re-engineer budget planning, forecasting and reporting, and implement internal controls that enhance accountability, decision making and use of financial resources.

V. Develop and implement information technology strategies that support greater integration, and use of technology in day-to-day business processes and information needs in delivery of services.

VI. Develop strategies and capacity to support the Ministry's requirement for legal services, to identify legal risks and respond to legal issues, legislative needs and legislative development.

VII. Promote fiscal responsibility throughout all staff and governance levels of the organization, through enhanced training and communication.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Promoting the development and well-being of children, youth and families	299,015	330,354	360,389	433,771	455,400	461,200
Keeping children, youth and families safe and protected	440,978	442,986	441,916	465,426	469,850	471,323
Promoting healthy communities for children, youth and families	13,417	16,727	16,686	19,282	19,342	19,169
MINISTRY EXPENSE	753,410	790,067	818,991	918,479	944,592	951,692

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Governmental Transfers	30,000	34,000	34,000	49,500	51,500	51,500
Transfers from Government of Canada	195,885	222,336	265,931	277,827	338,845	342,944
Other Revenue	10,382	8,959	8,959	9,209	9,275	9,341
MINISTRY REVENUE	236,267	265,295	308,890	336,536	399,620	403,785
EXPENSE						
Program						
Promoting the development and well-being of children, youth and families:						
Child Care	63,326	69,517	98,417	146,985	148,872	155,908
Family Support for Children with Disabilities	73,688	82,769	82,769	91,609	100,989	99,677
Family and Community Support Services	62,578	65,228	65,228	68,232	70,088	70,088
Early Intervention	28,808	37,934	37,934	38,302	39,104	39,119
Prevention of Family Violence and Bullying	27,200	28,844	31,367	32,410	35,193	35,173
Parenting Resources Initiative	12,189	14,723	12,200	17,087	19,744	19,744
Fetal Alcohol Spectrum Disorder Initiatives	5,207	5,410	5,410	5,551	5,628	5,628
Youth in Transition	4,090	4,463	4,463	5,356	4,825	4,825
Keeping children, youth and families safe and protected:						
Child Intervention Services	399,922	402,264	402,264	423,981	426,612	428,305
Protecting Children from Sexual Exploitation	5,121	6,584	6,584	6,200	6,286	6,286
Child and Youth Advocate	3,595	5,353	5,353	4,944	5,013	5,013
Promoting healthy communities for children, youth and families:						
Community Initiatives	10,646	12,665	12,665	14,352	14,352	14,204
Child and Family Research	1,002	2,000	2,000	2,000	2,000	2,000
Alberta's Promise	785	975	975	1,675	1,675	1,675
Support Services:						
Ministry Support	11,997	13,229	13,229	15,088	14,788	14,788
Program Support	40,525	35,409	35,433	41,907	45,923	45,759
Amortization of Capital Assets	1,498	1,200	1,200	1,300	2,000	2,000
Valuation Adjustments and Other Provisions	1,233	1,500	1,500	1,500	1,500	1,500
MINISTRY EXPENSE	753,410	790,067	818,991	918,479	944,592	951,692
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(517,143)	(524,772)	(510,101)	(581,943)	(544,972)	(547,907)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	236,267	265,295	308,890	336,536	399,620	403,785
Inter-ministry consolidation adjustments	(30,200)	(34,000)	(34,000)	(49,500)	(51,500)	(51,500)
Consolidated Revenue	206,067	231,295	274,890	287,036	348,120	352,285
Ministry Expense	753,410	790,067	818,991	918,479	944,592	951,692
Inter-ministry consolidation adjustments	(200)	-	-	-	-	-
Consolidated Expense	**753,210**	**790,067**	**818,991**	**918,479**	**944,592**	**951,692**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(547,143)	(558,772)	(544,101)	(631,443)	(596,472)	(599,407)

Community Development

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gary G. Mar

Gary Mar, *Minister of Community Development*
March 1, 2006

THE MINISTRY

Community Development provides a diverse range of programs that support a high quality of life for Albertans. The preservation of Alberta's natural heritage and historical resources is realized through a network of provincial parks and protected areas and world renowned museums and historic sites that are enjoyed by millions of visitors each year. Quality of life is promoted through programs pertaining to libraries, volunteer development, sport and recreation and the arts. Albertans also benefit from human rights legislation that promotes fairness and access to participate fully in the social, economic and cultural life of the province.

The Ministry of Community Development includes the Department, which is comprised of the following divisions: Parks and Protected Areas, Cultural Facilities and Historical Resources, Community and Citizenship Services, and Ministry Support Services, as well as the Francophone Secretariat. The Ministry also includes the Alberta Human Rights and Citizenship Commission and the following reporting entities:

- Alberta Historical Resources Foundation
- Historic Resources Fund
- Government House Foundation
- Wild Rose Foundation
- Human Rights, Citizenship and Multiculturalism Education Fund
- Alberta Sport, Recreation, Parks and Wildlife Foundation
- Alberta Foundation for the Arts

The essential elements of each of these entities' strategic plans are integrated within this consolidated Ministry business plan.

VISION

A superior quality of life in an inclusive, active and culturally vibrant province that values its heritage.

MISSION

Preserving and celebrating our natural and cultural heritage, protecting human rights and fostering libraries, volunteerism, sport, recreation and the arts.

CLIENTS AND STAKEHOLDERS

The Ministry's key clients are the residents of urban and rural communities across Alberta. As well, services are provided to the visitors of provincial parks and recreation areas, historic sites, museums and interpretive centres. Community Development also has a broad range of stakeholders who work closely with the Ministry to help realize its mandate. These include:

- Municipal, provincial, national and international governments;
- Friends societies;
- The public library sector;
- Non-profit, human rights, sport, recreation and arts organizations; and
- The business sector.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Many of Community Development's programs support the broader goals of the Government of Alberta's Strategic Business Plan and, in particular, contribute to making Alberta the best place to live, work and visit. The following chart summarizes the Ministry's key support for the government's goals.

Government of Alberta Goals and Strategic Opportunities	Ministry Services
Goal 10: Alberta will be a fair and safe place to work, live and raise families **Strategic Opportunity:** Making Alberta the Best Place to Live, Work and Visit	• Preventing discrimination and promoting the benefits of diversity and multiculturalism through developing policies, resolving and adjudicating human rights complaints and promoting understanding of Alberta's human rights legislation through awareness initiatives and educational resources.

Goal 12: Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas **Strategic Opportunity:** Making Alberta the Best Place to Live, Work and Visit	• Managing and preserving a network of provincial parks and protected areas that represents the diversity of the province's natural heritage. • Operating a network of provincial heritage facilities and preserving cultural and natural resources of significance to Alberta. • Acquiring and preserving significant private and government records and making them available for research and interpretive purposes. • Fostering libraries, the voluntary sector, sport, recreation and the arts.
Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life Goal 14 supports the Capital Plan	• Upgrading water and sewage systems in provincial parks and recreation areas. • Renewing infrastructure in provincial parks and recreation areas, historic sites, museums and interpretive centres. • Supporting the government's commitment to maintain and develop government owned and supported infrastructure by monitoring centennial projects to their completion.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Service expectations are driven by Alberta's thriving economy, population growth and changing patterns in the demographics of its residents and visitors. The public is keen to have accessible and affordable outdoor recreational opportunities as evidenced by the 8.5 million visits to provincial parks and recreation areas each year. While visitors enjoy Alberta's parks, they would like to see the facilities repaired and upgraded. We also need to balance the enjoyment of these provincial parks and recreation areas against the need to protect and preserve Alberta's natural heritage and ecological diversity.

There has been growth in the importance of the technology and knowledge sectors. The use of technology will enhance the delivery of our programs and services. New technologies will allow us to optimize the presentation of Alberta's history by enabling access to Alberta's historical resources through the Internet. There are also increasingly high expectations for up-to-date exhibits and services at provincial historic sites, museums and interpretive centres, which attract an average of 900,000 visits annually.

Albertans want ready access to information in a timely manner. This has resulted in increasingly complex demands within the public library and archival systems. Alberta's libraries in rural and urban communities are Service Alberta Information Centres and, with the full implementation of the Alberta SuperNet, will be linked electronically to the rest of the world. Currently, over 30 million items are borrowed from libraries each year and this is expected to increase.

In the past, communities have thrived with support from their local volunteers. However, the pool of volunteers is limited by an aging population, increasingly busy lifestyles and concerns with liability issues. A voluntary sector framework is under development to facilitate closer cooperation and collaboration between the government and the voluntary sector to address issues such as recruitment challenges and liability insurance.

Given Alberta's diverse population, human rights issues are becoming increasingly complex. Generally, there is a growing need for programs and services to protect Albertans from discrimination and to contribute to building a more inclusive and respectful society.

Albertans are becoming increasingly conscious of their quality of life and are aware of the importance of an active and healthy lifestyle. In 2004-05, 83 per cent of adult Albertans participated in sport and recreational activities. It is imperative that communities have the capacity to offer a diverse range of physical and social leisure activities in order to attract and retain residents. This is a particular challenge for smaller rural communities where partnerships may be required to ensure resources are available in each region of the province.

There are also growing needs in the arts. For example, 88 per cent of adult Albertans feel the arts are important in contributing to the overall quality of life in their communities. As well, nine out of ten adult Albertans attend or participate in arts or cultural events each year, yet Alberta's per capita public funding for the arts sector is one of the lowest in Canada.

STRATEGIC PRIORITIES 2006-09

The strategic priorities described below have been identified through the Ministry's review of environmental factors, including our external and internal opportunities and challenges. These are in addition to the important ongoing core activities of the Ministry and are of primary importance in focusing the Ministry on achieving its goals:

1. Infrastructure Renewal **Linkage: Goals 1 and 2**	Renew infrastructure for provincial parks and recreation areas, historic sites, museums and interpretive centres. This will be addressed by expanding our capacity to address Alberta's growing population, repairing or replacing damaged or deteriorating facilities and equipment, upgrading water and sewage systems in provincial parks and recreation areas as part of the Water for Life Strategy, and modernizing our exhibits and developing our collections to reflect new areas of interest. Centennial projects will also be monitored to their conclusion to ensure their intended legacy is delivered to Albertans.
2. Community Capacity Building **Linkage: Goal 3**	Strengthen community resources in support of libraries, the voluntary sector, sport and recreation and the arts. This will be addressed by supporting rural sustainability, developing a voluntary sector framework, addressing recommendations from the Alberta Sport Plan, furthering the Active Living Strategy and introducing an inclusive cultural policy.
3. Inclusive Communities **Linkage: Goal 4**	Foster equality, support the reduction of discrimination and barriers to full participation in society and support the development of inclusive communities and workplaces. This will be furthered by addressing increasing volumes in human rights caseloads, emerging workplace issues related to accommodating disabilities, and developing strategies to support the inclusion and integration of immigrants and ethnic and racial groups into Alberta communities and workplaces. Comprehensive and effective legislation, education and enforcement are also critical to supporting the protection, inclusion and participation of all Albertans.
4. Using and Respecting the Land **Linkage: Goal 1**	Participate in the development of a land use framework for effective management of competing land use interests to preserve Alberta's high quality of life and continued economic prosperity. A vital component of this framework will be an Alberta approach to biodiversity and landscape management to maintain the province's natural advantage.

SERVICE EXCELLENCE VALUES AND PRINCIPLES

The Ministry is committed to the following values and principles to help guide its activities:

Client Driven: We focus on continuous improvement and innovation in providing quality services to our clients.

Professionalism: Our staff and partners are committed to service excellence and work together with respect, honesty, integrity and teamwork.

Accountability: We meet our commitments and take responsibility for our decisions. We set standards for performance and measure results on a regular basis.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Achievement of the goals is assisted through a Ministry-wide commitment to a process of strategic planning that includes an ongoing review of the relevance of all strategies and performance measures, and the evaluation of results achieved, in order to improve performance and promote informed decision-making within the Ministry.

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. The Ministry's success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging and attainable and are based on historical performance and expected future conditions.

Core Business One: Preserve, protect and present Alberta's provincial parks, protected areas, history and cultural heritage

GOAL ONE

1 Provincial parks and protected areas preserve Alberta's natural heritage and provide opportunities for outdoor recreation, heritage appreciation and tourism

What it means

- Managing Alberta's 520 provincial parks and protected areas, which represent the diversity of the province's natural heritage and enhance the overall environmental quality of the province.
- Protecting more than 27,000 square kilometres of the province as a legacy for future generations.
- Providing opportunities for nature and heritage based recreation, education and tourism.
- Promoting lifelong learning through an emphasis on interpretation and environmental education that fosters an appreciation of Alberta's natural heritage and conservation.
- Operating the province's biodiversity database, the Alberta Natural Heritage Information Centre, which generates knowledge regarding the province's natural history and biodiversity and supports land use decisions.
- Keeping Alberta's provincial parks and recreation areas safe and enjoyable (e.g., providing a safe and secure drinking water supply).
- Providing opportunities for volunteer involvement to enhance services and research.
- Selecting private sector contractors to operate facilities in designated parks and monitoring their performance.

Strategies

1.1 Work with the Ministry of Infrastructure and Transportation to complete the development of centennial legacy visitor centres in Writing-on-Stone, Dinosaur, and Cypress Hills Provincial Parks and an avian research centre in Lesser Slave Lake Provincial Park.

1.2 Repair, upgrade and sustain facilities and infrastructure in Alberta's provincial parks and major recreation areas, with the assistance of the Ministry of Infrastructure and Transportation, to ensure public health, safety and enjoyment, including the provision of a safe and secure drinking water supply as part of the Water for Life Strategy.

1.3 Develop strategies for education, interpretation and marketing services to increase Albertans' awareness of and appreciation for Alberta's provincial parks and protected areas and their contribution to Alberta's economy and quality of life.

1.4 Enhance the Alberta Natural Heritage Information Centre's ability to provide data to support effective parks and protected areas management and to provide data to other provincial and federal agencies, universities, industry, and national and international conservation organizations.

1.5 Complete management plans for priority parks and protected areas.

1.6 Develop long-term strategic direction for the Parks and Protected Areas Program to provide a framework for setting future priorities.

1.7 Support the government's *Using and Respecting the Land* Top Priority by participating in the development of a provincial land use framework to manage common land use interests and develop an Alberta approach to biodiversity.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Visitor satisfaction with experiences at provincial parks and recreation areas	90.9%	91%	91%	91%

GOAL TWO

2 Alberta's historical resources are preserved and appreciated and opportunities for heritage tourism are provided

What it means

- Operating provincial historic sites, museums and interpretive centres, the Provincial Archives of Alberta and the Jubilee Auditoria in consultation and/or partnership with cooperating societies.
- Identifying, acquiring and preserving cultural and natural resources of significance to Alberta.
- Acquiring and preserving significant private and government records and making them available for research and interpretive purposes.
- Regulating land-based development activity to preserve significant historical resources.
- Conducting historical research to enhance interpretive exhibits and to contribute to education and science.
- Supporting lifelong learning about Alberta's historical resources and cultural heritage.
- Providing communities with advice and funding assistance for historical preservation and presentation through the Alberta Historical Resources Foundation.

Strategies

2.1 Work with the Ministry of Infrastructure and Transportation to identify and prioritize improvements to facilities (e.g., enhance access for disabled visitors, revitalize and expand exhibits, and develop care and storage solutions for heritage collections).

2.2 Further the renewal of the Royal Alberta Museum to capture the Alberta story, deliver an extraordinary visitor experience and attract the best touring exhibits in the world.

2.3 Investigate and implement avenues to increase revenues for facility and/or program reinvestment through partnerships, new products and additional funding sources.

2.4 Explore partnerships with the Ministry of Education to further integrate heritage learning into the school curriculum.

2.5 Develop and maintain a long-term plan for future program initiatives (e.g., dinosaurs and Aboriginal history).

2.6 Improve electronic access to Alberta's historical and cultural resources through the development of virtual museums and digital archives.

2.7 Monitor ongoing centennial projects to their conclusion to ensure their intended legacy is fully delivered.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Visitor satisfaction with experiences at provincial historic sites, museums and interpretive centres	97.7% (2004-05)	99%	99%	99%
2.b Knowledge gained of Alberta history by visitors to provincial historic sites, museums and interpretive centres	90.6% (2004-05)	91%	91%	91%
2.c Economic impact of provincial historic sites, museums and interpretive centres ($million):				
i. Value-added impact	49.7 (2003-04)	53	53	53
ii. Taxation revenue returned to three levels of government	22.1 (2003-04)	22	22	22

Core Business Two: Build community capacity

GOAL THREE 3 Albertans use libraries, volunteer and participate in sports, recreation and the arts

What it means

- Furthering a province-wide library system and information network and maximizing connection to the Alberta SuperNet.
- Providing financial and consultative support through the Wild Rose Foundation; the Alberta Sport, Recreation, Parks and Wildlife Foundation; and the Alberta Foundation for the Arts.
- Providing organizational assistance, training, facilitation services and financial support to develop and advance the voluntary sector.
- Contributing to rural sustainability by developing rural communities' capacity to support community organizations, libraries and the voluntary sector.
- Promoting and supporting participation in sport and recreation and furthering the Active Living Strategy in communities, schools and workplaces.
- Promoting participation in, and fostering appreciation of, the arts.
- Providing facilitation services and support to government public input processes.
- Serving as a liaison between the government and the francophone community in Alberta.
- Classifying films to enable Albertans to make informed viewing choices.

Strategies

3.1 Collaborate with the public library sector to develop new programs and services that support literacy and enhance access to information (e.g., Internet services).

3.2 Develop a voluntary sector framework to facilitate closer cooperation and collaboration between the government and the voluntary sector and to address issues such as recruitment challenges and liability insurance.

3.3 Address recommendations in the Alberta Sport Plan to support volunteer sport organizations, leadership development, athletic excellence, access to programs and safe recreation infrastructure.

3.4 Introduce an inclusive cultural policy to promote Alberta's cultural, historical and natural heritage, and conduct a review to ensure the policy meets Albertans' needs.

3.5 Coordinate Alberta's participation as the featured jurisdiction in the 2006 Smithsonian Folklife Festival in Washington, D.C., to increase awareness and appreciation of Alberta culture, market Alberta as a tourism destination and support economic development.

3.6 Implement the 2005-09 Canada/Alberta Cooperation Agreement and the new Alberta/Quebec Cooperation Agreement with an emphasis on francophone youth initiatives.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
3.a Usage of public library services by adult Albertans	50.2%	52%	52%	52%
3.b Level of community volunteerism by adult Albertans	66.5%	69%	69%	69%
3.c Customer satisfaction with capacity building facilitation services and workshops	98.4%	99%	99%	99%
3.d Participation in sport and recreational activities by adult Albertans	83.4%	83%	83%	83%
3.e Participation in arts and cultural activities by adult Albertans	87.2%	88%	88%	88%

Core Business Three: Protect human rights, promote fairness and access, and support the inclusion of all Albertans

GOAL FOUR 4

Albertans participate in the social, economic and cultural life of the province without discrimination

What it means

- Maintaining Alberta's human rights legislation to ensure it remains current and responsive.
- Promoting understanding of Alberta's human rights legislation and resolving and adjudicating human rights complaints through the Alberta Human Rights and Citizenship Commission.
- Consulting with Albertans and developing policies and educational programs that prevent discrimination and promote the benefits of diversity and multiculturalism.
- Collaborating with other governments and organizations to promote human rights, diversity, women's issues and multiculturalism.
- Providing financial support through the Human Rights, Citizenship and Multiculturalism Education Fund for community educational initiatives.

Strategies

4.1 Address issues arising from consultations with Albertans to advance human rights, diversity and multiculturalism with an emphasis on the inclusion and integration of immigrants and minorities into Alberta communities and workplaces.

4.2 Redevelop the Alberta Human Rights and Citizenship Commission's website to improve access to information on how to create more inclusive communities and workplaces and on how to prevent discrimination.

4.3 Collaborate with the Forum of Federal/Provincial/Territorial Status of Women Ministers to advance women's equality in areas such as the prevention of violence against women and Aboriginal women's issues.

4.4 Improve the process for resolving human rights complaints.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a Adult Albertans' perception of how well human rights are protected in Alberta	87.6%	88%	88%	88%

MINISTRY SUPPORT FOR THE GOVERNMENT'S TOP PRIORITIES

The Ministry supports the following Government of Alberta Top Priorities: Building Infrastructure for Our Future; Protecting People's Private Information; Improving Alberta's Health System – The Third Way; Building Aboriginal Self-Sufficiency; Building and Educating Tomorrow's Workforce; and Using and Respecting the Land.

MINISTRY SUPPORT ACTIVITIES

In order to optimize the Ministry's performance, staff engage in the following support activities:

- Optimizing our technology infrastructure and aligning with, and contributing to, Government of Alberta information and communication standards and initiatives.
- Maintaining and testing business continuity plans to ensure the Ministry is able to provide critical services, within a reasonable amount of time, in the event of an emergency or disaster.
- Reviewing our legislation on an ongoing basis to ensure it meets current needs.
- Promoting accurate, concise and timely communication with our clients, stakeholders and the public.
- Providing expertise and leadership in planning, performance measurement, contract and financial management, administration, risk and information/records management, as well as Freedom of Information and Protection of Privacy support to the Ministry.
- Establishing and implementing human resource strategies and initiatives that are aligned with the Ministry's business plan and the Corporate Human Resource Plan (e.g., employee well-being and professional development, recognition, and succession planning).

SUMMARY – CORE BUSINESSES, GOALS, & PERFORMANCE MEASURES

Core Business One: Preserve, protect and present Alberta's provincial parks, protected areas, history and cultural heritage

GOAL ONE 1 Provincial parks and protected areas preserve Alberta's natural heritage and provide opportunities for outdoor recreation, heritage appreciation and tourism

Performance Measure	Last Actual (2004-05)	Target 2006-09
1.a Visitor satisfaction with experiences at provincial parks and recreation areas	90.9%	91%

GOAL TWO 2 Alberta's historical resources are preserved and appreciated and opportunities for heritage tourism are provided

Performance Measures	Last Actual (year)	Target 2006-09
2.a Visitor satisfaction with experiences at provincial historic sites, museums and interpretive centres	97.7% (2004-05)	99%
2.b Knowledge gained of Alberta history by visitors to provincial historic sites, museums and interpretive centres	90.6% (2004-05)	91%
2.c Economic impact of provincial historic sites, museums and interpretive centres ($million)		
i. Value-added impact	49.7 (2003-04)	53
ii. Taxation revenue returned to three levels of government	22.1 (2003-04)	22

Core Business Two: Build community capacity

GOAL THREE 3 Albertans use libraries, volunteer and participate in sports, recreation and the arts

Performance Measures	Last Actual (2004-05)	Target 2006-09
3.a Usage of public library services by adult Albertans	50.2%	52%
3.b Level of community volunteerism by adult Albertans	66.5%	69%
3.c Customer satisfaction with capacity building facilitation services and workshops	98.4%	99%
3.d Participation in sport and recreational activities by adult Albertans	83.4%	83%
3.e Participation in arts and cultural activities by adult Albertans	87.2%	88%

Core Business Three: Protect human rights, promote fairness and access, and support the inclusion of all Albertans

GOAL FOUR 4 Albertans participate in the social, economic and cultural life of the province without discrimination

Performance Measure	Last Actual (2004-05)	Target 2006-09
4.a Adult Albertans' perception of how well human rights are protected in Alberta	87.6%	88%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Preserve, Protect and Present Alberta's Provincial Parks, Protected Areas, History and Cultural Heritage	101,388	140,945	165,559	147,822	115,666	116,895
Build Community Capacity	79,230	84,386	110,741	87,800	86,700	86,296
Protect Human Rights, Promote Fairness and Access, and Support the Inclusion of All Albertans	5,707	6,010	6,089	6,571	6,453	6,462
MINISTRY EXPENSE	186,325	231,341	282,389	242,193	208,819	209,653

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	74,866	86,107	86,087	95,502	60,002	60,002
Transfers from Government of Canada	1,486	1,937	2,178	1,742	1,573	1,365
Investment Income	861	1,558	1,558	1,621	1,621	1,621
Premiums, Fees and Licences	7,850	8,953	8,438	9,385	9,824	9,774
Other Revenue	8,068	10,742	11,695	12,991	13,367	13,459
MINISTRY REVENUE	93,131	109,297	109,956	121,241	86,387	86,221
EXPENSE						
Program						
Preserve, Protect and Present Alberta's Provincial Parks and Protected Areas	40,857	48,118	49,173	57,650	58,268	59,081
Preserve, Protect and Present Alberta's History and Cultural Heritage	54,024	85,377	108,872	82,159	48,677	48,928
Build Community Capacity	77,719	82,927	109,219	86,066	85,371	84,897
Protect Human Rights, Promote Fairness and Access, and Support the Inclusion of All Albertans	5,299	5,612	5,694	6,115	6,115	6,115
Ministry Support Services	8,196	9,090	9,214	9,986	10,171	10,415
Valuation Adjustments and Other Provisions	230	217	217	217	217	217
MINISTRY EXPENSE	186,325	231,341	282,389	242,193	208,819	209,653
Gain (Loss) on Disposal and Write Down of Capital Assets	18	1,547	6	3,764	800	800
NET OPERATING RESULT	(93,176)	(120,497)	(172,427)	(117,188)	(121,632)	(122,632)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	93,131	109,297	109,956	121,241	86,387	86,221
Inter-ministry consolidation adjustments	(74,866)	(86,107)	(86,087)	(95,502)	(60,002)	(60,002)
Consolidated Revenue	18,265	23,190	23,869	25,739	26,385	26,219
Ministry Expense	186,325	231,341	282,389	242,193	208,819	209,653
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**186,325**	**231,341**	**282,389**	**242,193**	**208,819**	**209,653**
Gain (Loss) on Disposal of Capital Assets	18	1,547	6	3,764	800	800
CONSOLIDATED NET OPERATING RESULT	(168,042)	(206,604)	(258,514)	(212,690)	(181,634)	(182,634)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Preserve, Protect and Present Alberta's Provincial Parks and Protected Areas	8,268	44,582	49,980	23,982	17,982	17,982
Preserve, Protect and Present Alberta's History and Cultural Heritage	966	180	2,302	1,920	2,665	2,665
Build Community Capacity	-	-	448	-	-	-
Ministry Support Services	48	50	58	50	50	50
MINISTRY CAPITAL INVESTMENT	9,282	44,812	52,788	25,952	20,697	20,697

Economic Development

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Clint Dunford, *Minister of Economic Development*
March 1, 2006

THE MINISTRY

The Ministry consists of the department of Economic Development, which is composed of four divisions – International Offices and Trade, Industry and Regional Development, Tourism Marketing and Development, and Policy and Economic Analysis. Economic Development works in partnership with various stakeholders to provide the necessary information, tools and advice for businesses and other organizations to successfully grow their businesses and communities and compete with the best in the world. The Ministry also provides strategic economic leadership and business intelligence aimed at diversifying the economy and sustaining economic prosperity. This is facilitated through staff in Edmonton, Calgary, 11 regional offices across the province, nine international offices and international representatives.

Economic Development receives advice from a number of advisory bodies. The two major advisory bodies are: the Alberta Economic Development Authority and the Strategic Tourism Marketing Council. Alberta Economic Development Authority represents Alberta's business community and works in partnership with government to help shape policy by providing advice on business and economic development issues. Strategic Tourism Marketing Council includes both private sector and government representation and provides guidance regarding tourism marketing strategies.

Other advisory bodies include groups such as the Aboriginal Tourism Advisory Council and the Film Commission Advisory Council. The Aboriginal Tourism Advisory Council provides guidance on ways to grow Alberta's Aboriginal tourism industry. The Film Commission Advisory Council provides advice to government on the directions and strategies for growth and sustainability of the film industry.

The Ministry has a number of sector teams that partner with industry clients and other stakeholders to improve the competitiveness of Alberta's industry sectors. Sector teams were created to focus on opportunities for sector growth and development and to resolve issues within the economic development mandate. The teams provide advice to the Ministry, identifying where the government can play a greater role in increasing the growth, diversification and competitiveness of the sector through policy development and program implementation.

The Ministry's core businesses are supported by essential corporate services that assist Ministry staff and facilitate business processes. Corporate services include information management, information technology, human resources, communications, finance and administrative services, and business planning and knowledge management.

VISION

Alberta is the best place in the world to live, visit and do business.

MISSION

To facilitate business and community prosperity.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Link to goals in the Government of Alberta business plan

In fulfilling its mandate, Economic Development demonstrates support for the broader goals of the Government of Alberta as outlined in its Government of Alberta business plan.

Goal 1 - Alberta will have a diversified and prosperous economy.

Goal 3 - Alberta's international competitiveness will be enhanced.

Link to strategic opportunities in the 20-year strategic plan

Economic Development also contributes to the attainment of the Government of Alberta 20-year strategic plan, *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*, through the following strategic opportunities:

Strategic Opportunity 1 – Unleashing innovation

- Creating the environment and infrastructure that enables knowledge and technology to invigorate our traditional economic strengths and to create new economic opportunities.

Strategic Opportunity 3 – Competing in a Global Marketplace

- Ensuring reliable export markets.
- Building on Alberta's economic cornerstones, such as oil and gas, agriculture, forestry and tourism.
- Continuing to keep taxes low.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Opportunities

Alberta leads Canada in economic performance and future growth prospects. Economic growth over the past decade has provided Albertans with the most enviable record in Canada in terms of job creation, average family income, standard of living and lowest overall tax burden. New opportunities for value-added service and supply industries and technologies related to the energy sector, along with increasing international trade opportunities and tourism development initiatives, help to balance future economic growth in the province.

More than $100 billion in major capital projects are under construction or planned for Alberta over the next few years. Most of this investment is being driven by the energy sector, which is creating significant new opportunities for value-added service and supply industries and development of new technologies, particularly in the non-conventional oil and gas sectors (i.e., oil sands, coal bed methane).

Opportunities in international trade and investment initiatives will help to support sustainable economic growth in Alberta. The government will continue to manage the implications of a dynamic international environment in order to build alliances with key decision makers, attract investment and export Alberta products and services to new and existing markets. Growth in new and emerging global economies such as China and India present future prospects to grow and diversify investment sources and export markets, while still nurturing our strong ties with the U.S.

In addition to trade and investment opportunities, people from across Canada and beyond are attracted to Alberta for its quality of life and world-class tourism. Increasing demand for tourism experiences including Aboriginal, agri- and eco-tourism creates new opportunities for the province. Additional tourism funding, supported by Alberta's Tourism Levy, will assist in the development of tourism products and services in these areas. The Aboriginal community, together with a newly established Aboriginal Tourism Advisory Council, will guide the development of Aboriginal tourism in the province.

Challenges

Continued economic growth and innovation in a variety of sectors positions Alberta as a strong global player as the province advances into its second century. Effective management of growth in key areas will help to ensure that Albertans can continue to live in a prosperous province and enjoy a high quality of life. However, the magnitude of investment in energy and a number of other sectors is creating major challenges for Alberta in terms of skill shortages, infrastructure pressures and balancing economic growth over the longer term to ensure that Alberta's economy does not become increasingly dependent on, and vulnerable to, the cyclical nature of the commodity energy sector.

Providing Skilled Workers – Continued growth in a variety of sectors, changing demographics and tightening labour markets place increasing demand for a skilled and knowledge-based workforce across the province. A skilled and highly competent workforce is key to maximizing our current economic opportunities and to creating new ones. The Ministry is developing an immigration marketing strategy to attract and retain skilled immigrants to Alberta. The Ministry will also continue to deliver the Provincial Nominee Program.

Strengthening the Rural Economy – Strong rural/regional economies are the foundation for strong rural communities. Encouraging a stronger future for rural Alberta by promoting economic and community development are key areas for growth. Economic Development supports the *Rural Development Strategy* and its efforts to strengthen rural communities and their economies. The Ministry further supports rural development through increased emphasis on tourism marketing and development in rural communities.

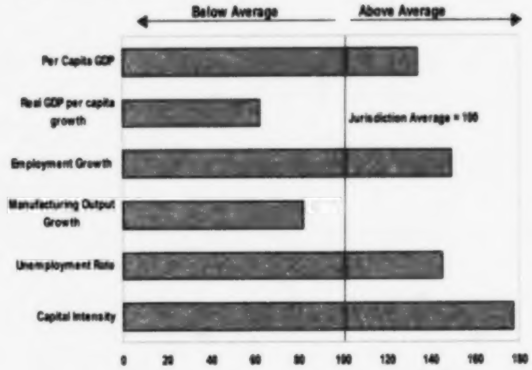
Improving Infrastructure and Transportation Links – Alberta's continued growth depends on many factors including sufficient infrastructure (e.g., post-secondary and health facilities) and efficient transportation links to get goods to market. Economic Development continues to partner with other government departments, including the Ministry of Infrastructure and Transportation, to address industry's business needs.

Maintaining a Globally Competitive Business and Tax Environment – Alberta maintains its position as a business-responsive environment by supporting a low rate, broad-based tax regime. The challenge for government is to maintain its competitive position in order to continue to attract new industry and business development.

Innovation Capacity and Performance – Improving Alberta's innovation capacity is critical to supporting the province's long-term economic competitiveness in a global economy. Economic Development continues to encourage innovation and productivity through *Securing Tomorrow's Prosperity*, the province's long-term market-driven value-added strategy that encourages the creation of higher value-added jobs, goods and services.

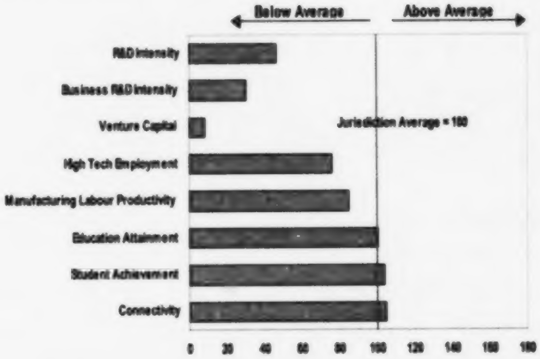
Benchmarking shows that by most economic indicators, Alberta has been Canada's top performer and an above average performer compared to some of the strongest U.S. and European performers, as shown in Chart 1. However, as shown in Chart 2, Alberta's innovation performance lags behind its U.S., European and Canadian competitors.

Chart 1 : Economic Indicators



Source: Benchmarking Alberta in the Knowledge-Based Economy (Economic Development) December 2005

Chart 2 : Innovation Indicators



Source: Benchmarking Alberta in the Knowledge-Based Economy (Economic Development) December 2005

STRATEGIC PRIORITIES 2006-09

The Ministry has identified the following key strategic prioities in addition to its important ongoing activities:

1. **Managing Growth and Prosperity** Economic Development works with other government ministries and stakeholders to address Alberta's economic challenges. This approach is focused on managing the challenges of economic growth now and over the long-term, and encouraging development that is shared across Alberta, based on regional strengths.

   Within this framework, Economic Development has three priorities:

Linkage:
Goals 1, 2, 3, 4, 5, 6, 7 and 8

Securing Tomorrow's Prosperity:

The Ministry continues to expand and implement value-added strategies that foster additional economic wealth creation opportunities. Economic Development's long-term market-driven value-added strategy, *Securing Tomorrow's Prosperity,* encourages innovation and productivity and the creation of value-added jobs, goods and services.

Efforts are focused on adding value to priority sectors with the highest potential for growth, enhancing industry capacity and development and improving productivity through innovation and technology adoption. Efforts to enhance Alberta's competitive advantage focus on pursuing tax policy and other mechanisms that improve access to equity capital and ensuring effective and efficient transportation systems reach global markets. For example, the Ministry is developing an immigration marketing strategy to attract and retain skilled immigrants to Alberta as well as working with stakeholders to promote opportunities within Alberta's refining and petrochemical industry.

Rural and Regional Development:
The Ministry supports the *Rural Development Strategy*, which is a government approach to building vibrant and sustainable rural Alberta communities. Economic Development continues to implement strategies to develop and market business opportunities in rural Alberta. Initiatives within the strategy seek to facilitate the building of business relationships among firms, Aboriginal communities and stakeholders; develop and deliver tools necessary to support economic and community development in rural Alberta; and strengthen the capacity of community economic development across the province. The Ministry further supports rural development through tourism marketing and development in rural communities.

International Strategy:
Economic Development manages the implications of a dynamic and changing international environment in order to build alliances, attract investment and economic immigrants, and export Alberta products and services to new and existing markets. The strategy secures Alberta's long-term economic future by strengthening and diversifying Alberta's export markets and increasing international investment sources.

Economic Development continues to pursue strategies and initiatives that enhance Alberta's international competitiveness, expand Alberta's economy by capitalizing on international opportunities for Alberta goods and services and increase tourism visitation to Alberta. The Ministry focuses on helping companies enhance and diversify business linkages beyond the U.S. market; expand business relationships in emerging economies; expand the trade and investment focus to include the attraction of skilled immigrants; and promote Alberta products and services in targeted international markets.

This strategy also provides an opportunity to build upon existing government strategies in the areas of: human capital, involvement in international relations, and research and innovation investment.

2. Tourism Development and Marketing

Linkage: Goals 3, 6, 7 and 8

The Ministry will continue to focus on the transparent and effective use of tourism levy funding for the development and marketing of new and expanded tourism opportunities. This includes increasing marketing promotions to compete more effectively in national and international markets and developing and marketing new tourism opportunities including the Canadian Badlands, Grande Alberta Dinosaur Trail and winter tourism corridors, and emphasizing the role played by Alberta's two largest cities, Edmonton and Calgary, in providing "Gateway" access to the rest of the province.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide Strategic Economic Leadership and Business Intelligence

Economic Development works with other government departments and agencies, such as the Alberta Economic Development Authority and the Strategic Tourism Marketing Council, to coordinate and develop policies and strategies, and provide business intelligence that help create an environment that enhances business competitiveness and diversification.

GOAL ONE

1

Economic growth and diversification through collaborative strategic planning and policy development

What it means Economic Development monitors trends and issues that impact Alberta government policy and programs and sets a long-term strategic direction for Alberta's economic development by focusing government's overall efforts at maintaining and enhancing the Alberta Advantage. The Ministry will continue to collaborate in the development and implementation of key policy initiatives to support the value-added strategy, including: a cross-ministry immigration strategy to support immigrants and immigration to Alberta; mechanisms to support technology commercialization and adoption, and enhance access to equity capital; and an integrated multi-modal transportation strategy.

Strategies

1.1 Lead the implementation of *Securing Tomorrow's Prosperity* with other participating ministries to support the development of competitive value-added goods and services industries.

1.2 Provide longer-term strategic input to the development of policy to maximize the value of Alberta's natural resources and to support a sustainable and diversified economy.

1.3 Collaborate with the Alberta Economic Development Authority to set key directions where targeted actions and strategies can produce the best economic return for Albertans.

1.4 Provide the skills, processes, and technology to enhance information collection and analysis, management and sharing of knowledge within the Ministry, and to support strategic consultation with our clients.

1.5 Participate in government's top priorities that influence the province's prosperity.

Performance Measure	Last Actual (2004)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Growth in manufacturing and business and commercial services (Real GDP in chained 1997 dollars, billions)[1].	26.1	28.0	29.1	30.3
(% change)	5.5	3.5	4.0	4.0

Note:

1 This measure has been changed from "percentage share ..." in the 2005-08 business plan to "Growth..." in the 2006-09 business plan. A growth measurement (real GDP in chained dollars) more clearly reflects how well individual sectors perform over time, whereas "percentage share" is a measure of the relative weight of individual sectors against the entire economy, and can therefore be obscured by relatively strong or weak performances of other sectors of the economy such as a dominant energy sector.

Source:
Statistics Canada

GOAL TWO 2 Informed industry decision-making in Alberta

What it means The Ministry is continually working to strengthen its strategic intelligence gathering and dissemination processes and capabilities to deliver timely and relevant information and intelligence to our clients.

Strategies

2.1 Use Economic Development's network of international and regional offices, and business and government contacts, to deliver business and economic information and intelligence in a timely fashion to support our clients in their decision-making processes.

2.2 Enhance the effectiveness of Economic Development's website, www.alberta-canada.com, as a tool to disseminate business information and intelligence to clients.

2.3 Assist the development and expansion of small and medium sized Alberta businesses through innovative means (e.g., e-business training) that are provided by service delivery organizations such as The Business Link and the Calgary Business Information Centre.

2.4 Report on the performance and prospects of the Alberta economy to facilitate businesses' planning and budgeting.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Number of visits to the website www.alberta-canada.com.	897,904	1,030,000	1,110,000	1,200,000
2.b Demand for business information delivery through the Business Link and the Calgary Business Information Centre[1]: • Walk-in/ Phone/E-mail	42,300	47,500	48,100	49,400
2.c Percent satisfied with Economic Development publications (biennial survey).	98.0	95.0	n/a	95.0

Note:

1 This is a new measure. A "website user" component is also under development.

Source:
Economic Development

Core Business Two: Increase Industry and Regional Development, Trade Promotion and Investment Attraction

Economic Development works with Alberta business clients, communities and Regional Economic Development Alliances to identify market opportunities for expansion, trade and industry development. The Ministry markets Alberta as an attractive destination for investment, film production, locating businesses and skilled workers in targeted sectors. The Ministry provides information to companies, economic immigrants and individuals and assists them with services designed to attract them to the province.

Economic Development is also responsible for planning, organizing and coordinating Premier and Ministerial trade missions, and other international inbound and outbound missions to raise awareness among international clients of the capabilities of Alberta's industry and to present Alberta's businesses with specific opportunities to expand their export markets.

The Ministry works closely with the Alberta Economic Development Authority in identifying priority markets for future business missions. It also develops *Alberta's International Marketing Strategy* that contains the Government of Alberta's plan to expand export trade and investment by focusing on specific international markets and key industry sectors of the Alberta economy. Alberta's international offices provide strategic market intelligence, create partnerships, networks and alliances, focus on attracting new investment and showcase Alberta.

GOAL THREE

3

Increased growth and competitiveness of Alberta's value-added sectors

What it means The Ministry works to make Alberta globally competitive in priority sectors by promoting initiatives to improve company innovation and productivity at home and in the international marketplace. As identified in *Securing Tomorrow's Prosperity*, these priority sectors are:

- Energy Technologies and Services
- Agri-food
- Building/Wood Products
- Chemicals and Refined Petroleum Products
- Information and Communication Technologies
- Health and Bio Industries
- Environmental Technologies and Services
- Tourism

Strategies

3.1 Encourage industry growth and build market presence in Alberta's priority sectors by utilizing Economic Development's sector teams.

3.2 Improve company competitiveness and productivity by supporting industry innovation, technology adoption and productivity including:

- Encouraging the adoption of technology commercialization and business practices/processes.
- Assisting Alberta companies to match/develop capabilities to market opportunities.

3.3 Promote and develop partnerships, networks and alliances to expand capabilities and improve competitiveness.

3.4 Work with industry to establish a vision for long-term growth.

Performance Measures	Last Actual (2004)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Manufacturing shipments ($billions) – Annual value of all manufacturing shipments by Alberta companies within Alberta, and to other provinces and countries.	53.0	59.3	62.3	65.4
(% change)	15.3	2.0	5.0	5.0
3.b Business investment in machinery and equipment in Alberta as percent of GDP[1] (Real GDP in chained 1997 dollars).	12.6	12.7	12.8	12.9
(% change in machinery and equipment)	6.2	4.3	3.8	3.8

Note:

1 This is a new measure.

Source:
Statistics Canada

GOAL FOUR 4 Increased exports of Alberta's goods and services

What it means The Ministry facilitates exports in manufactured products and professional, scientific and technical services to target markets.

Strategies

4.1 Provide strategic intelligence and market information to support companies in identifying and accessing market opportunities within global target markets.

4.2 Assist export-ready Alberta businesses in developing capabilities to export products and services to international markets.

4.3 Support market entry for Alberta exporters by showcasing Alberta abroad.

4.4 Support Alberta companies pursuing capital projects financed by international financial institutions.

4.5 Promote and develop partnerships with other government agencies (federal, provincial and municipal) to assist Alberta companies.

4.6 Build on Alberta companies' capabilities in sectors such as oil and gas and agri-food products to enable market penetration of closely related sectors, such as engineering services or environmental goods and services.

4.7 Assist Alberta businesses in reaching potential investors, partners and customers by providing local market support through Alberta's international office network.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
4.a Manufacturing and service exports ($billions) – The value of Alberta's international exports of manufactured goods and services.	25.0	27.7	29.3	31.1
(% change)	17.8 (2004)	3.0	6.0	6.0
4.b Percent satisfied with the services of international offices (biennial survey).	93.1 (2004-05)	93.5	n/a	94.0
4.c Percent satisfied with support provided to outgoing trade shows and missions (biennial survey).[1]	100 (2004-05)	n/a	90	n/a

Note:

1 This is a new measure. Survey will be conducted biennially after 2005-06.

Sources:

4.a Statistics Canada and Economic Development

4.b and 4.c Economic Development

GOAL FIVE 5

Increased investment in Alberta

What it means The Ministry works with individuals and companies to secure and retain investment for Alberta, with a specific emphasis on priority economic sectors. The Ministry also facilitates the attraction of economic immigrants (skilled workers and business entrepreneurs).

Strategies

5.1 Market Alberta as an attractive destination for investment to targeted companies and capital investors.

5.2 Target international companies within priority sectors and global markets for new or expanded investment in Alberta.

5.3 Expand the Provincial Nominee Program to assist employers in meeting skilled worker shortages.

5.4 Market Alberta as a destination for economic immigrants.

5.5 Market and promote Alberta as an attractive location for film production and investment and deliver the Alberta Film Development Program.

5.6 Work with rural Alberta communities and alliances to identify investment opportunities.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Manufacturing and service industry investment ($billions) – The value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and services industries.	13.1	14.4	15.4	16.4
(% change)	4.6 (2004)	7.0	7.0	7.0
5.b Number of provincial nominations forwarded to the federal government.[1]	211 (2004-05)	500	500	500

Note:

1 This is a new measure.

Sources:

5.a Statistics Canada

5.b Economic Development

GOAL SIX 6 Regional economic development support to Alberta communities

What it means Economic Development supports the *Rural Development Strategy* to ensure that rural Albertans contribute to and benefit from a diverse, sustainable and prosperous economy. The Ministry also contributes to the work of 12 Regional Economic Development Alliances across Alberta.

Strategies

6.1 Increase the number of Regional Economic Development Alliances across the province.

6.2 Support the ongoing development and operations of the Regional Economic Development Alliances throughout Alberta, which includes developing strategic plans and annual operating plans, and supporting regional economic development.

6.3 Provide information and advice to other regional partnerships and community economic development projects, including assistance to communities suffering from major economic setbacks (e.g., plant closures, natural disasters).

6.4 Strengthen community economic development capacity within Alberta through partnerships with the Economic Development Association of Alberta, AlbertaFirst.com, the Regional Economic Development Alliances and others.

6.5 Support the implementation of the *Rural Development Strategy*.

6.6 Encourage/build relationships between regional alliances and Aboriginal communities.

6.7 Enhance the delivery of business information and management training opportunities to Aboriginal entrepreneurs and businesses.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
6.a Number of communities participating in regional economic alliances and partnerships.	256	260	265	270
6.b Percent of Regional Economic Development Alliance board members satisfied with Economic Development staff support.	87.0	88.0	89.0	90.0

Source:
Economic Development

Core Business Three: Facilitate Tourism Marketing and Development

The Ministry facilitates the development of the tourism industry and marketable tourism product by undertaking research, representing tourism industry interests in policy and planning initiatives and providing information to industry that helps to position new and enhanced tourism products in Alberta.

Tourism marketing priorities are developed through the Strategic Tourism Marketing Council's three-year plan and delivered by the Travel Alberta Secretariat.

GOAL SEVEN 7 Increased growth and expansion of marketable tourism products

What it means The Ministry facilitates the development of tourism products and the tourism industry.

Strategies

7.1 Work with industry and stakeholders to reduce impediments to tourism growth and ensure a policy and regulatory environment that is supportive of tourism development.

7.2 In cooperation with Community Development, encourage a more active role in the tourism industry for Provincial Parks/Recreation Areas and historical sites including private sector business opportunities that are compatible with the size and management intent of the site or facility.

7.3 Provide advisory services, expertise and information to existing tourism operators, start-up operations and stakeholders to facilitate the development and improvement of Alberta's private and public sector tourism products and assets.

7.4 Facilitate and attract investor/entrepreneur interest and investment in Alberta's tourism industry.

7.5 Support the expansion of the tourism industry through development of new and enhanced destinations and products (including Canadian Badlands, Grande Cache area, the Grande Alberta Dinosaur Trail, Winter Tourism Corridors and Film Tourism).

7.6 Work closely with the Aboriginal Tourism Advisory Council to identify Aboriginal tourism product development, and work closely with First Nations and Métis interests and communities to develop and market Aboriginal tourism product (e.g., the Métis Crossing Project and interpreter training program).

7.7 Develop and market new tourism opportunities in rural Alberta.

7.8 Work with other levels of government and industry stakeholders to increase awareness of tourism as a viable economic activity, and advocate for a business environment that supports the growth and development of tourism.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
7.a Percent of tourism sector representatives satisfied with services related to tourism development.[1]	75.4	77.9	80.4	82.9

Note:

1 This is a new measure.

Source:
Economic Development

GOAL EIGHT 8

Increased tourism visitation from targeted Canadian and International tourism markets

What it means The Ministry, through the Strategic Tourism Marketing Council and Travel Alberta, develops and implements marketing programs that heighten awareness of Alberta as an attractive destination for tourism.

Strategies

8.1 Develop and partner domestic and international marketing programs for Alberta through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council. The Plan outlines both domestic and international target markets and strategies to increase visitation, length of stay and spending in Alberta.

8.2 Deliver tourism marketing support services to influence travel behaviour through:

- Information dissemination and travel counselling through the Travel Alberta Visitor Information Centres and Contact Centre and through community Visitor Information Centres.
- Enhancement of the Tourism Information System to better support the Travel Alberta Contact Centre and Visitor Information Centres, the TravelAlberta.com website and publications.
- Expansion of tourism research to assist industry decision-making.
- Continued improvements to support effective, customer-focused and user-friendly Alberta tourism websites.

Performance Measures	**Last Actual (2004)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
8.a Total tourism revenue ($ billions)	5.0	5.3	5.5	5.8
8.b Effectiveness of Tourism Marketing • Total enquiries to Travel Alberta (millions) – Visits to TravelAlberta.com, enquiries to the Travel Alberta Contact Centre and other methods of contact.	2.3	3.8	4.1	4.5
8.c Tourism information and counselling • Percent satisfied with overall experience at Travel Alberta Visitor Information Centres.	99.0	98.0	98.0	98.0
8.d • Percent satisfied with overall service received through the Travel Alberta Contact Centre.[1]	98.0	98.0	98.0	98.0
8.e • Percent of website visitors satisfied with their experience on the TravelAlberta.com website.[1]	92.0	92.0	92.0	92.0

Notes:

1 These are new measures.

Sources:

8.a Statistics Canada
8.b to 8.e Economic Development

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Provide Strategic Economic Leadership and Business Intelligence	5,554	6,502	6,444	6,824	6,815	6,811
Increase Industry and Regional Development, Trade Promotion and Investment Attraction	37,968	40,819	40,558	45,609	47,578	49,265
Facilitate Tourism Marketing and Development	25,622	44,110	44,140	50,431	51,599	51,565
MINISTRY EXPENSE	69,144	91,431	91,142	102,864	105,992	107,641

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	25,100	13,500	13,500	14,850	16,335	17,969
Other Revenue	153	120	120	75	85	100
MINISTRY REVENUE	25,253	13,620	13,620	14,925	16,420	18,069
EXPENSE						
Program						
Ministry Support Services	3,636	4,042	4,088	4,311	4,311	4,311
Industry and Regional Development, Trade and Investment	35,943	39,014	38,739	43,698	45,643	47,292
Tourism Marketing and Development	24,256	42,160	42,160	48,317	49,500	49,500
Strategic Economic Leadership and Business Intelligence	5,258	6,215	6,155	6,538	6,538	6,538
Valuation Adjustments and Other Provisions	51	-	-	-	-	-
MINISTRY EXPENSE	69,144	91,431	91,142	102,864	105,992	107,641
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(43,891)	(77,811)	(77,522)	(87,939)	(89,572)	(89,572)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	25,253	13,620	13,620	14,925	16,420	18,069
Inter-ministry consolidation adjustments	(25,100)	(13,500)	(13,500)	(14,850)	(16,335)	(17,969)
Consolidated Revenue	153	120	120	75	85	100
Ministry Expense	69,144	91,431	91,142	102,864	105,992	107,641
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**69,144**	**91,431**	**91,142**	**102,864**	**105,992**	**107,641**
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(68,991)	(91,311)	(91,022)	(102,789)	(105,907)	(107,541)

Education

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gene Zwozdesky

Gene Zwozdesky, *Minister of Education*
March 1, 2006

THE MINISTRY

The Ministry of Education consists of the Department of Education and the Alberta School Foundation Fund. In collaboration with students, parents and school authorities, the Ministry of Education strives to ensure opportunities for Alberta children and youth to develop foundation skills so they become contributing members of society. This 2006-09 business plan identifies how the Ministry plans to work over the next three years to enhance learning opportunities for Alberta's young people.

The Ministry of Education provides funding, assessment services, teacher certification, program standards and implementation support for the basic education system.

The Ministry of Education is defined through its vision, mission, values and principles. The Ministry's vision is its view of the future. The mission describes the Ministry's purpose and reason for existence. The values demonstrate the beliefs or traits that guide Ministry actions and the principles identify the Ministry's method of operating.

VISION

The best Kindergarten to Grade 12 education system in the world.

MISSION

The Ministry of Education, through its leadership and work with stakeholders, ensures that students attain the knowledge and skills required for lifelong learning, work and citizenship.

VALUES

- **Respect**
- **Integrity**
- **Trust**
- **Openness**
- **Caring**

PRINCIPLES

Student Centred	The highest priority of the education system is the success of the student.
Accessible	Every student in Alberta has the right of access to a quality basic education consistent with the student's needs and abilities.
Collaborative	Kindergarten to Grade 12 education, which provides the foundation for lifelong learning, best occurs when partners and stakeholders work together to provide a holistic approach and a supportive environment.
Accountable	All those involved in the education system are accountable to Albertans for quality results, system sustainability and fiscal responsibility.
Responsive	The education system is flexible, anticipates student needs and provides opportunities for parent and student choice.
Innovative	The education system demonstrates leading-edge innovation for improved results.
Equitable	All students have equitable access to quality learning opportunities.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The alignment of the Ministry of Education's three-year business plan with the Government of Alberta's three-year business plan and 20-year strategic plan ensures that the Ministry is contributing toward achieving the overall direction of government.

Government of Alberta Three-Year Business Plan

The Ministry of Education ensures that its business plan is directly aligned with and supports the following goals of the 2006-09 Government of Alberta Business Plan:

- Goal 2: Albertans will be well prepared for lifelong learning and work. The Ministry's strategic priorities include success for all students; supporting the healthy development of Alberta's children and youth; First Nations, Métis and Inuit student success; and international and pan-Canadian initiatives.

- Goal 8: Alberta will have a financially stable, open and accountable government. Debt servicing costs incurred in support of Alberta School Foundation Fund payments to school boards ensure the financial stability of the Kindergarten to Grade 12 education system.

- Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life. The Ministry's key focus is on addressing school infrastructure needs.

Government of Alberta 20-Year Strategic Plan

Through strategies identified in this business plan, the Ministry of Education supports the achievement of the Government of Alberta's 20-year strategic plan, in particular, the **Leading in Learning** strategic opportunity and the **Making Alberta the Best Place to Live, Work and Visit** strategic opportunity.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The following environmental factors have been identified as having significant potential to influence the Ministry of Education's direction. The Ministry has considered these factors in the context of identifying strategic priorities and strategies that will ensure high quality learning opportunities, excellent student outcomes and Ministry support for continuous improvements to the education system.

Sustaining a high quality education system goes hand in hand with addressing values and increasing expectations of Albertans. The increasing diversity of student needs requires various learning approaches, technology holds many complexities and our global environment is interdependent. Each of these factors contributes to opportunities for the system to be responsive, flexible, adaptable and innovative.

Sustaining a High Quality Education System

The Alberta education system continues to move toward its vision of *The best Kindergarten to Grade 12 education system in the world*, which will help individual students to become active lifelong learners and contributing members of society. The province is already recognized nationally and internationally for its excellent education system. Alberta students have consistently ranked at the top in national and international tests. They have placed among the best in the 2004 School Achievement Indicators Program science assessment and the 2003 Programme for International Student Assessment. Alberta's priority on education and a high level of investment have contributed to its high quality system and corresponding level of student achievement. Programming such as a revised social studies curriculum that reflects the needs of students in the 21st century, new language programs, daily physical activity and expanded access to technology are a part of Alberta's investment. All partners and stakeholders have a shared responsibility to find ways to sustain and strengthen the system. Each needs to help balance competing fiscal, human resource and policy priorities with rising public demand for choice, flexibility and adaptability.

Public Values and Increasing Expectations

Albertans value learning opportunities and understand that everyone – from parents to students, the community, business, government, teachers and administrators – has an important and cooperative role to play in public education. A strong education system supports every student, instils positive values and promotes diversity and respect. Increasingly, the public expects Alberta to have an education system that is among the best in the world – a system that responds to diverse student needs, is fiscally responsible, accountable for results and improves continuously. Albertans believe that everything in the basic education system must start and end with children and youth. They believe that all children should be ready to learn when they start school and have opportunities to successfully complete high school. Albertans also believe that all students, including students with special needs, should have access to optimum learning environments and opportunities for success.

Changing Demographics

Alberta's social foundation is being shaped by changing demographics. As a whole, the student population is declining, particularly in some rural and remote areas, while there is increased growth in the Aboriginal population, students with special needs and immigrant students. Demographic shifts and the changing social structure, including an aging population, are generating competition for public resources, which impacts on the sustainability of the education system. Challenges in areas with declining populations include limited access to a broad range of programs for students and professional development opportunities for teachers.

Influences of Technology

Technology has given Albertans the capacity to access learning opportunities at any place, any time and in a variety of ways. Increasingly, technology plays a central role in education, enabling new approaches to teaching and learning. Students must be prepared to understand, use and apply technology in effective, efficient and ethical ways. Sound instructional approaches, coupled with the appropriate use of technology, will help to prepare students to be successful in a knowledge-based society. Strong leadership and wise decision-making at both the provincial and local levels is necessary to realize the opportunities for effectively using technology in education and to encourage innovation.

Impacts of Globalization

The increasingly dynamic global environment and its growing complexity present unique opportunities and challenges for Albertans. Alberta's curriculum must help students participate fully in a global society. Competitiveness in a knowledge-based economy depends on preparation of students to reach higher levels of educational attainment. High school completion and the transition to post-secondary studies are important contributors to success in the workforce. Students must acquire the skills that enable them to participate, innovate and take advantage of the economic and cultural opportunities that globalization provides.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Success for All Students

Linkage: Goals 1 and 2

Today's Alberta classrooms include a rich and diverse mix of students. The Ministry, Government of Alberta partners, and stakeholders must continue to work collaboratively to create the necessary supports to ensure that every student succeeds. A strong foundation is required so that children are ready to learn when they start school and continue learning throughout their school years. Effective transitions are needed throughout the education system from Kindergarten to Grade 1, on to high school completion and into post-secondary/ trades/apprenticeship programs or the world-of-work. The learning environment must acknowledge children's varied backgrounds and provide access to quality programs for all children, including children who are at risk. Alberta's centralized, high quality curriculum; flexible programs for children with special needs; programs in different languages; options for various learning pathways; and effective use of technology – all offered within a safe, positive and caring environment – will contribute to students achieving success. The province's highly skilled teachers play a vital role in student achievement, using effective teaching practices and programming that meet the needs of all students.

2. Enhancing Effective Relationships

Linkage: Goal 3

The Ministry of Education has a history of successful collaboration with educators, students, parents, stakeholders, partners and other organizations. A continuing priority for the Ministry is to sustain and enhance these relationships to ensure that the education system is adaptable, innovative and responsive to the needs of Alberta students. The Ministry works closely with stakeholders to implement effectively various initiatives, such as Alberta's Commission on Learning recommendations, the Renewed Funding Framework and the accountability of the education system. The Ministry also works collaboratively with its government partners on various initiatives to enable coordinated approaches to implementing policy and administrative initiatives. The Rural Development Strategy, a major focus of government partners, will help to ensure equitable learning opportunities for all students.

3. Building and Educating Tomorrow's Workforce

Linkage:
Goals 1 and 3

Building and Educating Tomorrow's Workforce, one of the Government of Alberta's eight Top Priorities, is a collaborative partnership among ministries, including Education. This priority will focus on ensuring that Alberta has an innovative, well-educated, skilled and adaptable population that supports economic and social prosperity and maximizes Alberta's competitive edge in the global economy. A strong basic education system is the foundation for a successful workforce strategy. The Ministry of Education is working with partners and stakeholders to improve the high school completion rate and to ensure that the skills students develop from Kindergarten to Grade 12 prepare them for a smooth transition either into further education or directly into the workforce.

4. Addressing School Infrastructure Needs

Linkage: Goal 3

Building Infrastructure for Our Future is one of the Government of Alberta's Top Priorities, designed to address existing infrastructure needs and future investments in infrastructure, including school facilities. The Ministry of Education will provide leadership in the development of its school capital priority list to meet the educational needs of Alberta's students and to ensure that school environments are well-maintained, safe and support learning success in a changing demographic environment. In consultation with Infrastructure and Transportation, Education will identify and establish strategic capital priorities for school facilities, taking into consideration changing educational needs, program requirements and delivery options, as well as unique demographic trends.

5. Supporting the Healthy Development of Alberta's Children and Youth

Linkage:
Goals 1 and 3

The Ministry of Education has made it a priority to develop collaborative health, social and learning programs and services that ensure children and youth will be well cared for, safe, healthy and successful at learning. Education is working in collaboration with Health and Wellness and stakeholders to implement a provincial strategy using a multifaceted approach to student health that provides quality learning experiences for students in school while maintaining connections with the home and community. The Ministry also is working with other provincial government ministries, local authorities and boards, families and communities on initiatives such as implementing integrated strategies for the prevention of bullying.

6. First Nations, Métis and Inuit Student Success

Linkage:
Goals 1, 2 and 3

A key priority for Education is to improve the educational attainment of First Nations, Métis and Inuit students in provincial schools. The Ministry is working with Aboriginal students and parents, Aboriginal communities and various education stakeholders to provide meaningful educational opportunities for students through ongoing implementation of its *First Nations, Métis and Inuit Education Policy Framework*. This priority supports the Government of Alberta's Top Priority of Building Aboriginal Self-sufficiency, which provides a mechanism for government ministries to work together to address issues facing Aboriginal people and communities.

7. International and Pan-Canadian Initiatives

Linkage: Goal 3

The Ministry places high value on enhancing educational opportunities beyond the province's borders and on strengthening intergovernmental relationships. It will continue to play a leadership role in its work on the Council of Ministers of Education, Canada, Pan-Canadian Assessment Program; the Western and Northern Canadian Protocol initiatives; and ongoing implementation of Alberta's International Education Strategy.

CORE BUSINESS, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry of Education has identified one core business that is an ongoing key responsibility. The core business includes three goals with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. The Ministry also has identified strategies for 2006-09 that support the Ministry goals and the Government of Alberta Strategic Business Plan.

Performance measures indicate the degree of success the Ministry has in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value (except for provincial achievement tests).

Core Business: Lead and Support the Kindergarten to Grade 12 Education System So That All Students Are Successful at Learning

GOAL ONE 1

High quality learning opportunities for all

What it means

The Ministry of Education strives to provide high quality learning opportunities for Kindergarten to Grade 12 students by:

- Setting policies and standards for program development,
- Providing support for program implementation,
- Enhancing programs to meet the needs of all students, and
- Providing funding for the education system.

High quality learning opportunities for all includes increased access to and participation in educational programs and barrier-free learning pathways to enable increased levels of educational attainment. The Ministry will continue to implement strategies that help in achieving this goal, including actions that align with recommendations from Alberta's Commission on Learning. The following have been identified as Goal 1 **outcomes.**

- The education system meets the needs of all Kindergarten to Grade 12 students, society and the economy.
- Children at risk have their needs addressed through effective programs and supports.
- Schools provide a safe and caring environment for students.
- Students complete programs.

Strategies

1.1 Continue work on government-supported recommendations of Alberta's Commission on Learning.

1.2 Develop achievable plans to increase high school completion rates.

1.3 Support phasing in of the second languages initiative, where possible.

1.4 Work with Health and Wellness to further develop and support the wellness initiative, including daily physical activity.

1.5 Review the Kindergarten to Grade 12 fine arts program.

1.6 Continue to support the fostering of safe and caring school communities through implementation of bullying prevention strategies, initiatives and interventions.

1.7 Develop learner pathways as a cross-ministry career development strategy to improve and support opportunities for Kindergarten to Grade 12 students to explore career options and to enhance transitions within school and from school to further study or work.

1.8 Enrich and expand student learning opportunities through the continued implementation of the *Learning and Technology Policy Framework*, including using technology effectively for teaching and learning, developing administrators' leadership capacity, and enhancing the integration and quality of student information systems.

1.9 Develop a coordinated approach for the use of online technologies and resources to support learning and teaching, including online access to guides to implementation and links to professional learning communities.

1.10 Focus on using current and emerging technologies to increase program choice and access for students in rural communities.

Performance Measures	**Last Actual (2003-04)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
1.a Annual dropout rate of students aged 14-18.	5.3%	5.3%	5.3%	5.2%
1.b High school completion rate of students within 5 years of entering Grade 10.	75%	76%	77%	77%

Performance Measures Being Developed*

- Employer satisfaction with the skills and quality of work of high school graduates, with a last actual of 77 per cent in 2005-06.
- Student, parent, teacher, board and public satisfaction with the overall quality of basic education, with a last actual of 84 per cent and a target of 84 per cent for 2006-07.
- Student, parent, teacher, board and public satisfaction that students are receiving a solid grounding in language arts, mathematics, science and social studies, with a last actual of 83 per cent and a target of 83 per cent for 2006-07.
- Student, parent, teacher and board satisfaction with the opportunity of students to receive a broad program of studies, with a last actual of 78 per cent and a target of 79 per cent for 2006-07.
- Student, parent, teacher and board agreement that students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly in school, with a last actual of 92 per cent and a target of 92 per cent for 2006-07.

* For all performance measures being developed, the last actual result, unless otherwise noted, is for 2004-05. When more years of baseline data are available, targets for all three years of the business plan will be set.

GOAL TWO 2 Excellence in student learning outcomes

What it means The Ministry of Education strives to achieve excellence in learning outcomes by supporting students in their quest for success. This support is provided through flexible programming options designed to address the diversity of student needs, as well as through effective implementation of provincial and school-based student assessment. Excellence in learning outcomes means that all students are well prepared for lifelong learning, work and citizenship and have the skills and knowledge to be successful. The following have been identified as Goal 2 **outcomes**.

- Students demonstrate high standards.
- Students are well prepared for lifelong learning.
- Students are well prepared for employment.
- Students model the characteristics of active citizenship.

Strategies

2.1 Work with other ministries and community partners to improve success for students by enhancing early identification and intervention and by fostering transitions from home and community to school.

2.2 Work collaboratively with partners and stakeholders to implement the *First Nations, Métis, and Inuit Education Policy Framework* and to advance new priorities.

2.3 Continue to support school authorities in integrating effective and innovative practices through Alberta Initiative for School Improvement projects.

2.4 Enhance teachers' capacity to assess and report students' grade level of achievement in accordance with pilot time-frames.

Performance Measures		Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Percentages of students in grades 3, 6 and 9 who achieved the acceptable standard and the standard of excellence on Provincial Achievement Tests.		A | E	A | E	A | E	A | E
Grade 3	Language Arts	82% | 16%	84% | 18%	84% | 18%	85% | 18%
	Mathematics	80% | 26%	83% | 30%	83% | 30%	83% | 31%
Grade 6	Language Arts	77% | 15%	82% | 18%	82% | 18%	82% | 18%
	Mathematics	78% | 18%	80% | 21%	80% | 21%	80% | 21%
	Science	80% | 26%	82% | 27%	82% | 27%	82% | 27%
	Social Studies	78% | 22%	80% | 22%	80% | 22%	80% | 22%
Grade 9	Language Arts	78% | 14%	80% | 16%	80% | 16%	80% | 16%
	Mathematics	68% | 20%	70% | 21%	70% | 21%	70% | 21%
	Science	67% | 13%	68% | 13%	n/a	n/a
	Social Studies	71% | 18%	75% | 21%	75% | 21%	75% | 21%
Overall	All subjects and grades	76.1% | 18.9%	78.4% | 20.7%	n/a	n/a

Notes:

A | E Acceptable | Excellence – the percentages achieving the acceptable standard include the percentages achieving the standard of excellence.

n/a Target will be set when more years of comparable data are available.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.b Percentage of Grade 12 students meeting Rutherford Scholarship eligibility criteria.	34% (2003-04)	34%	34%	35%
2.c Participation rate of Grade 1 students in ECS programs in a prior year.	96% (2004-05)	95%+	95%+	95%+
2.d High school to post-secondary transition rate within 6 years of entering Grade 10.	54% (2003-04)	54%	54%	55%

Performance Measures Being Developed*

- Parent, teacher and public agreement that students are taught the attitudes and behaviours that will make them successful at work when they finish school, with a last actual of 69 per cent and a target of 70 per cent for 2006-07.
- Parent, teacher and student satisfaction that students model the characteristics of active citizenship, with a last actual of 83 per cent and a target of 83 per cent for 2006-07.
- Percentages of students who achieved the acceptable standard[1] and the standard of excellence on diploma examinations:
  - Social Studies 30, with last actuals of 85 per cent (acceptable) and 24 per cent (excellence) and targets of 86 per cent and 24 per cent, respectively, for 2006-07.
  - Social Studies 33, with last actuals of 85 per cent (acceptable) and 18 per cent (excellence) and targets of 85 per cent and 18 per cent, respectively, for 2006-07.
  - English 30-1, with last actuals of 89 per cent (acceptable) and 18 per cent (excellence).
  - English 30-2, with last actuals of 89 per cent (acceptable) and 10 per cent (excellence).
  - Pure Mathematics 30, with last actuals of 81 per cent (acceptable) and 26 per cent (excellence).
  - Applied Mathematics 30, with last actuals of 88 per cent (acceptable) and 22 per cent (excellence).
  - Biology 30, with last actuals of 82 per cent (acceptable) and 27 per cent (excellence).
  - Chemistry 30, with last actuals of 88 per cent (acceptable) and 33 per cent (excellence).
  - Physics 30, with last actuals of 84 per cent (acceptable) and 28 per cent (excellence).
  - Science 30, with last actuals of 88 per cent (acceptable) and 22 per cent (excellence).

---

* For all performance measures being developed, the last actual result is for 2004-05. When more years of baseline data are available, targets for all three years of the business plan will be set.

[1] The percentages achieving the acceptable standard include the percentages achieving the standard of excellence.

GOAL THREE 3 Highly responsive and responsible education system

What it means The Ministry of Education strives to ensure that the education system is highly responsive and responsible by providing leadership and support and by working collaboratively and communicating effectively with partners, stakeholders and the public. The Ministry assists school authorities in the development and implementation of planning, reporting and other accountability systems; promotes the development of system capacity; and supports the effective use of technology and information systems within the education system. The following have been identified as Goal 3 **outcomes**.

- The education system at all levels demonstrates effective working relationships with partners and stakeholders.
- The education system at all levels demonstrates leadership and continuous improvement.

Strategies

3.1 Provide Albertans with timely, accurate and relevant information about the education system.

3.2 Lead and work collaboratively with partners and stakeholders on the priorities of Alberta's International Education Strategy.

3.3 Build on existing relationships and develop new partnerships with provinces and territories to advance Alberta's bilateral cooperative arrangements and leadership in pan-Canadian initiatives (e.g., Western and Northern Canadian Protocol and the Council of Ministers of Education, Canada), including leading the design and development of the Pan-Canadian Assessment Program and portal.

3.4 Collaborate with other government ministries on initiatives for children and youth.

3.5 Work with other ministries to support the implementation of recommendations from the Alberta Traffic Safety Plan.

3.6 Develop and implement a comprehensive framework of support for school authorities to facilitate continuous improvement that includes:

- A toolkit for supporting continuous improvement in schools,
- A comprehensive clearinghouse of effective practices on school improvement to address results of the Accountability Pillar of the Renewed Funding Framework, and
- Research on promising practices in the use of technology in schools.

3.7 Provide leadership in the development of school facilities that meet the changing needs of Alberta's students.

3.8 Work collaboratively with stakeholders to implement:

- The evaluation and improvement components of the Renewed Funding Framework's Accountability Pillar, and
- A web-based reporting tool for jurisdiction annual reporting of Accountability Pillar results and evaluation.

Performance Measures Being Developed*

- Parent, teacher, student, board member and public satisfaction that their input is considered, respected and valued by the school, jurisdiction and province, with a last actual of 59 per cent and a target of 60 per cent for 2006-07.
- Parent, teacher, board member and stakeholder satisfaction that leadership at the school, jurisdiction and provincial levels effectively supports and facilitates teaching and learning, with a last actual of 71 per cent.
- Percentages of teachers, parents and board members indicating that Alberta's Kindergarten to Grade 12 education system has improved or stayed the same in the last three years, with a last actual of 66 per cent.
- Evaluation of achievement and improvement of core measure results.

* For all performance measures being developed, the last actual result, where noted, is for 2004-05. When more years of baseline data are available, targets for all three years of the business plan will be set.

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
REVENUE						
Internal Government Transfers	88,700	127,600	127,600	129,100	129,100	129,100
School Property Tax	1,246,881	1,273,000	1,284,000	1,306,000	1,356,000	1,410,000
Sales of Learning Resources	26,076	33,220	40,220	34,445	34,445	34,445
Premiums, Fees and Licences	2,077	2,010	2,785	2,085	2,085	2,085
Investment Income	433	500	300	300	300	300
Other Revenue	3,599	2,900	2,900	2,500	2,500	2,500
MINISTRY REVENUE	1,367,766	1,439,230	1,457,805	1,474,430	1,524,430	1,578,430
EXPENSE						
Program						
Operating Support to Public and Separate Schools	3,492,174	3,723,367	3,733,943	3,927,919	4,090,840	4,251,238
Teachers' Pensions	273,994	318,664	318,664	338,705	354,105	368,589
Basic Education Programs	74,642	76,452	82,403	77,834	68,334	68,334
Accredited Private Schools	122,821	129,117	129,117	135,574	142,353	149,471
School Facilities	571,221	552,741	618,874	733,806	666,342	616,385
Total Basic Education Support	4,534,852	4,800,341	4,883,001	5,213,838	5,321,974	5,454,017
Less : Property Tax Support to Opted-Out Separate School Boards	(169,249)	(177,000)	(166,000)	(169,000)	(175,000)	(182,000)
Total Government Support to Basic Education	4,365,603	4,623,341	4,717,001	5,044,838	5,146,974	5,272,017
Program Support						
Ministry Support Services	19,403	23,861	23,703	22,481	22,481	22,481
Program Delivery Support Services	52,673	58,376	59,057	59,734	59,734	59,734
Total Program Support	72,076	82,237	82,760	82,215	82,215	82,215
Program Expense*	4,437,679	4,705,578	4,799,761	5,127,053	5,229,189	5,354,232
Debt Servicing Costs						
Alberta School Foundation Fund	2,827	4,100	4,200	5,700	6,200	6,700
MINISTRY EXPENSE**	4,440,506	4,709,678	4,803,961	5,132,753	5,235,389	5,360,932
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(3,072,740)	(3,270,448)	(3,346,156)	(3,658,323)	(3,710,959)	(3,782,502)
* Subject to the *Fiscal Responsibility Act* . Program expense includes the province's cash payments towards the unfunded pension liability (which will be eliminated under a separate legislated plan). Program expense does not include the annual change in the unfunded pension obligations, which is a non-cash expense that does not affect borrowing requirements. The annual increases in the Ministry of Education's unfunded pension obligations are estimated to be:	169,334	154,000	160,366	158,000	162,000	183,000

** Ministry Expense is equal to the single core business of the Ministry, which is Lead and Support the Kindergarten to Grade 12 Education System so that All Students are Successful at Learning.

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	1,367,766	1,439,230	1,457,805	1,474,430	1,524,430	1,578,430
Inter-ministry consolidation adjustments	(88,700)	(127,600)	(127,600)	(129,100)	(129,100)	(129,100)
Consolidated Revenue	1,279,066	1,311,630	1,330,205	1,345,330	1,395,330	1,449,330
Ministry Program Expense	4,437,679	4,705,578	4,799,761	5,127,053	5,229,189	5,354,232
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**4,437,679**	**4,705,578**	**4,799,761**	**5,127,053**	**5,229,189**	**5,354,232**
Ministry Debt Servicing Costs	2,827	4,100	4,200	5,700	6,200	6,700
Consolidated Expense	4,440,506	4,709,678	4,803,961	5,132,753	5,235,389	5,360,932
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(3,161,440)	(3,398,048)	(3,473,756)	(3,787,423)	(3,840,059)	(3,911,602)

Energy

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Greg Melchin, *Minister of Energy*
February 28, 2006

THE MINISTRY

Alberta owns 81 per cent of the province's mineral rights. The Ministry of Energy manages the development of these resources on behalf of the people of Alberta, within the province's framework for sustainable resource and environmental management.

The Ministry of Energy consists of the Department of Energy (the Department), the Alberta Petroleum Marketing Commission, and the Alberta Energy and Utilities Board (EUB).

The Department manages the development of provincially owned energy and mineral resources by industry and the assessment and collection of non-renewable resource revenues in the form of royalties, freehold mineral taxes, rentals and bonuses. The Department promotes development of Alberta's energy and mineral resources, recommends and implements energy and mineral related policy, grants rights for industry exploration and development and establishes and administers fiscal regimes and royalty systems.

The Department's resource portfolio includes natural gas, conventional oil, oil sands, petrochemicals, electricity, coal and minerals. Unlike other energy commodities, conventional crude oil royalties are paid with "in-kind" product. The Alberta Petroleum Marketing Commission accepts delivery of the Crown's royalty share of conventional crude oil and sells it at current market value. The Commission's operations are fully integrated within the Department and funded by the Crown.

The EUB is an independent, quasi-judicial agency of the Government of Alberta with responsibility to regulate Alberta's energy resource and utility sectors. While the EUB reports to the Minister of Energy, it makes its formal decisions independently in accordance with statutes and various regulations. The Board's operations are jointly funded by the Crown (43%) and by industry (57%). The EUB has delegated the authority for management of the abandonment and reclamation of oil and natural gas sites deemed by the EUB to be orphans to the Alberta Oil and Gas Orphan Abandonment and Reclamation Association. The EUB Chairman has governance responsibility for the Market Surveillance Administrator (MSA), which monitors Alberta's electricity market to ensure it operates fairly, efficiently and in an open competitive manner.

VISION

Alberta is a global energy leader, using its world class knowledge, expertise and leadership to develop the vast energy resources of the province and to market these resources and abilities to the world.

MISSION

Optimize the sustained contribution from Alberta's energy and mineral resources in the interests of Albertans.

ALBERTA'S ENERGY VISION

Alberta Energy introduced a new Vision for Alberta's energy resources in 2005. This Vision is about the future. It is about what Alberta has yet to achieve with its vast energy resources and expertise. This Vision will establish Alberta as a globally recognized energy supplier and increase the production and export of value-added hydrocarbon based products. As global energy leaders, Albertans are positioned to sustain their high quality of life through new opportunities and long term benefits from their energy resources. Our new Vision is about delivering on the expectations of Albertans as owners of their energy and mineral natural resources by maximizing opportunity in the global energy market place.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Energy is committed to the Government of Alberta's strategic business plan. The key linkages and contributions of the Ministry to the Government of Alberta (GOA) goals and key opportunities are highlighted below:

GOA Goal 1: Alberta will have a diversified and prosperous economy.
Strategic Opportunity: Unleashing Innovation
The Ministry promotes expansion of production from Alberta's oil sands, enhanced processing and energy transportation infrastructure, increased recovery of conventional oil and natural gas, development of unconventional gas and better higher value uses of our energy resources. In partnership with industry, the Ministry supports technological innovation that enhances resource development while addressing environmental concerns. Combined with maintaining a competitive and stable fiscal and regulatory regime, these features continue to make resource development in Alberta competitive and attractive to industry investment.

GOA Goal 8: Alberta will have a financially stable, open and accountable government.
GOA Goal 11: The high quality of Alberta's environment will be sustained.
Strategic Opportunity: Making Alberta the Best Place to Live, Work and Visit
The Ministry manages the development of provincially owned energy and mineral resources by industry and the assessment and collection of non-renewable resource revenues from the development of these resources. In 2004-05 non-renewable

resource revenues collected by the department totaled $9.74 billion dollars, accounting for approximately one-third of the revenue in the provincial budget. The Ministry regulates the development and delivery of energy resources in Alberta. It establishes standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects, including resource conservation.

The energy industry is a cornerstone of Alberta's economy and quality of life. The contribution of the energy and mineral sectors to provincial revenues will continue to support having no provincial sales tax, low personal and corporate income tax rates, and the provision of priority programs and services on which Albertans depend. Energy and mining exports account for 62 per cent of Alberta's total exports and about one-quarter of Alberta's GDP. Nearly one in every six workers, or about 300,000 Albertans, are employed, directly or indirectly, in the Province's energy sector. Albertans also have the highest disposable income per capita in the country; a significant benefit of the employment opportunities generated from the energy sector. Prosperity can be sustained by integrating energy and mineral production with value-adding industries, encouraging the application of new technologies, increasing awareness, learning and training opportunities and maintaining high environmental standards.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Opportunities:

Alberta's Energy Supply – Alberta has a vast and diverse supply of natural resources. Huge non-conventional oil sands and natural gas in coal resources complement our existing large conventional resource base. Abundant coal reserves offer expanded opportunities for increased exports as well as value-added processing, electricity generation and gasification. Future energy development in Alberta must build on the strengths of these resources, employing integrated strategies that maximize synergies and value-added opportunities for the benefit of Albertans.

Growing Global Markets – For the past 10 years the United States has been the principal consumer of Alberta's energy products, but new global markets are emerging. World economies are growing rapidly and rising demand for energy is accompanying this growth. China and India are emerging as significant drivers of global economic growth and energy demand. Growing global demand means new market opportunities for Alberta's energy products and expertise.

Alberta's Competitive Energy Advantage – Alberta provides an attractive energy investment climate supported by a policy and regulatory environment that provides a high level of certainty while protecting the public interest. Alberta has superior environmental technology and a large petrochemical and pipeline infrastructure, which encourages future development. Our workforce has world-class expertise, knowledge, and experience in developing energy resources – it's a leader in "Energy Know How". Others beyond its borders respect and seek Alberta's energy expertise. Albertans excel in energy exploration, development of world-scale energy projects, research, energy training, energy-related financial assessment and practices, energy infrastructure planning and building, energy policy and governance. Alberta provides a highly developed financial infrastructure of head offices, major branch offices and financial centres related to resource development.

Value Added – Taking raw energy resources and refining and upgrading them to produce a diversity of products that can be sold for higher value in the world marketplace can greatly expand work and business opportunities for Albertans. Alberta has the potential to be a world leader in the upgrading, refining and transforming of hydrocarbons into the vast array of marketable products that are so much a part of modern living.

Challenges:

Fair Share, Changing Prices and Economics – In 2004-05, the Department of Energy collected the second highest revenues ever from the development of Alberta's energy and mineral resources. Over the past five years, energy resource revenues have contributed, on average, 33 per cent of Alberta government revenues. Global energy commodity prices have reached new highs driven largely by strong economic growth. Energy companies are benefiting from record revenues. Albertans expect to receive a fair share of the profits and relief from rising energy prices. The department will continue to review its royalty regimes, considering new price and economic conditions, to ensure they capture both a fair share of profits for Albertans while also attracting the investment needed to sustain future energy development and government revenues.

Access, Regulation and Public Support – Record commodity prices and growing worldwide recognition of the size of Alberta's undeveloped energy resources have increased investor interest in Alberta. Industry exploration and development set new records in 2004 accompanied by record levels of investment, with $24.7 billion invested in Alberta's upstream oil and gas industry. Urbanization, population growth and a strong economy have combined to increase competition for the use of Alberta's limited land base. Increased industry activity also means increased public concern with safety, levels of development and environmental protection. Albertans must be confident that the regulations and policies related to safety, energy development, access, and environmental standards and protection are effective, reasonable and consistently applied. Regulatory processes are being challenged to review an increasing number of applications and to inspect both existing and new operations. Improving delivery of government regulatory processes for all parties will be needed while maintaining Alberta's high environmental and safety standards. Effective management of the competing interests of surface and sub-surface development, agricultural production, urban settlement, watershed management, recreation and preservation of natural beauty and wildlife habitats is critical to sustained economic growth and quality of life for Albertans.

Research and Innovation – Seventy-three per cent (73%) of Alberta's conventional oil and 57 per cent of its natural gas remains in the ground because we lack technology to extract it. A renewed emphasis on energy research and development is crucial to developing these resources. Similarly, new technologies offer the potential for expanded use of Alberta's abundant coal resources for power generation, coal gasification and industrial feedstocks. Alberta must continue to support an integrated industry and government approach to research, development and technological innovation.

Infrastructure – Increasing economic activity and population growth in Alberta, combined with pressures on existing public infrastructure and the need for new infrastructure to support development of Alberta's energy resources, will place pressure on all levels of government and industry.

Labour Demands – Developing, attracting, and retaining the human talent required to meet the challenges and opportunities associated with the development of Alberta's energy resource potential requires special attention. Alberta's oil and gas industry is performing at record levels and has been having difficulties obtaining the experienced talent required to meet labour demands for new major oil sands projects and traditional oil and gas exploration and development.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Alberta's Integrated Energy Strategy**

   Linkage: Goals – All

   The Ministry will lead the development of an integrated energy strategy to further develop and promote Alberta as a global energy leader. Working with other government departments and industry, Alberta Energy will identify strategies and specific initiatives that build on Alberta's energy advantages to diversify and increase energy production, strengthen value-added development, expand markets for Alberta's energy products and improve energy infrastructure (pipelines, electricity transmission, and Ministry information systems that support crucial business operations).

2. **Access for Resource Development**

   Linkage: Goals 2, 3, 4, and 6

   The Ministry will focus on working with industry and the public to maintain access to energy and mineral resources, while also working with other land users to resolve access and development issues.

3. **Sustainable Resource and Environmental Management**

   Linkage: Goals 2, 3, 4, 5, and 6

   The Ministry will partner with Environment, Sustainable Resource Development, other ministries and stakeholders to develop a Sustainable Resource and Environmental Management (SREM) Framework which will achieve an outcome-based management system, integrated sustainable resource and environmental management policies, and streamlined regulatory processes. In particular, the Ministry will focus on upstream oil and gas development as well as policies for the long-term development of the oil sands.

   Streamlining delivery of government regulatory processes and reducing costs of regulatory requirements for all parties will be needed while continuing to maintain Alberta's high environmental and safety standards. Industry compliance with regulations and standards and protecting public safety will remain priorities for the Ministry. Albertans must be confident in the regulations and policies related to safety, energy development, access, and environmental standards and protection.

4. **Public Awareness and Understanding**

   Linkage: Goals - All

   In order to support future energy development, Albertans need to be confident that energy resources will continue to be developed and managed in a responsible manner. The Ministry will work with industry and educators to increase Albertans' awareness of their energy and mineral resources, the opportunities for future development and the economic significance of the energy and mineral sectors, today and in the future. We will also increase Albertans awareness of responsible industry practices used to access and develop the resource, and advances in resource development technology and environmental management.

5. **Using and Respecting the Land**

   Linkage: Goals 2, 3, 4, and 6

   Alberta Energy is working with other ministries to develop a comprehensive land use framework for the effective management of competing land use interests in order to preserve Alberta's high quality of life and continued economic prosperity. The Ministry will also promote research, development and commercialization to improve extraction, upgrading and refining of Alberta's hydrocarbon resources and reduce environmental impacts, and will promote the development of clean coal technologies and use of CO_2 for enhanced oil recovery.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry has four core businesses. The first three Core Businesses are the responsibility of the department while the fourth is the EUB.

Core Business 1: **Securing Benefits for Albertans** – Secure Albertans' share and benefits from energy and mineral resource development.

Core Business 2: **Resource Development** – Ensure Alberta's energy and mineral resources remain accessible, competitive and attractive to investment and development.

Core Business 3: **Energy for Albertans** – Ensure Alberta consumers have a choice of reliable and competitively priced energy.

Core Business 4: **Regulation of Energy Development by the Energy and Utilities Board** – Regulate the development and delivery of Alberta's energy resources and utilities services in a manner that is fair, responsible and in the public interest.

Core Business One: Securing Benefits for Albertans

GOAL ONE 1

Optimize Albertans' resource revenue share and benefits from the development of their energy and mineral resources over the long term

What it means Albertans receive their share of energy and mineral resource development through royalties, rentals and bonuses paid by industry and collected by the Ministry. Alberta's resource development system is designed to capture a fair share of industry revenues from the development of provincial resources, while ensuring industry retains sufficient revenue to continue to invest in the future development of these resources. On average, over the past five years energy revenues accounted for 33 per cent of government revenue. Other benefits from a strong energy industry include jobs, business opportunities, investment and innovative technologies and research.

Strategies

1.1 Continue to review the department's royalty regimes, mineral taxes, rentals and bonuses, and recommend changes needed to address changing economic circumstances and opportunities.

1.2 Continue to provide clear communication to industry with regard to filing information and accurate reporting.

1.3 Directly develop, manage and support, in-house, those department information management systems that are critical to ensuring Albertans continue to receive their share of resource revenues.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a **Sharing the Profits from Resource Development** – Crown Revenue Share – portion of industry's annual net operating revenue that is paid to the Crown as royalty (three-year moving average).	19% (2004)	20-25% (2006)	20-25% (2007)	20-25% (2008)
1.b **Audit adjustments to industry filing and reporting** adjustments as a percentage of department resource revenues (three-year moving average).	2.4% (2004-05)	Less than 2.0%	Less than 2.0%	Less than 2.0%

Sources:

1.a Canadian Association of Petroleum Producers (CAPP)
1.b Department of Energy (DOE)

Core Business Two: Resource Development

GOAL TWO 2

Maintain the competitiveness of Alberta's energy and mineral resources

What it means Global demand for energy and growing recognition of Alberta's vast energy potential means increasing interest in Alberta as a place to invest in energy development. Alberta maintains competitive fiscal and regulatory regimes that are intended to attract industry investment and ensure that Albertans, the resource owners, benefit from resource development. Predictability, certainty, stability and a well-developed infrastructure are all features that make Alberta's resource development system a strong competitor for industry investment. The Ministry is the principal advocate nationally and internationally for Alberta's interests and rights to access, develop and manage energy and mineral resources.

Strategies

2.1 Work in partnership with Alberta Environment and Sustainable Resource Development to implement improved upstream oil and gas policy and regulatory integration that results in regulatory processes that are effective, efficient, timely and less costly. Contribute to the development of a provincial land use framework as part of an improved sustainable resource and environmental management framework.

2.2 Lead Alberta's strategic participation in regional, national and international energy initiatives, promoting energy trade, agreement on North American electric reliability standards, provincial participation in international energy discussions and negotiations, and improved access to international markets.

2.3 Advocate for optimal tolls, tariffs and access to existing and new pipelines and wires that transport Alberta energy resources to North American markets.

2.4 Develop and implement strategies that will maximize benefits to Alberta from northern gas development.

2.5 Work with other departments and stakeholders to implement the provincial action plan on climate change, with a focus on CO_2 sequestration, a CO_2 pipeline network and energy efficiency in the energy sector.

Performance Measure	Last Actual (2004)	Target 2006-07	Target 2007-08	Target 2008-09
2.a **Resource Development –** Upstream industry investment in Alberta	$24.7 billion	Equal to or greater than $15 billion (2006)	Equal to or greater than $15 billion (2007)	Equal to or greater than $15 billion (2008)

Source:
Canadian Association of Petroleum Producers

GOAL THREE 3

Secure future energy supply and benefits for Albertans, within a growing and competitive global energy marketplace

What it means Alberta has long enjoyed an abundant supply of oil and gas. In the future, new sources of energy will be developed to ensure Alberta has a continued supply of energy to meet growing Alberta and global demand. New energy sources represent the future, or the "next Alberta", and include expanded oil sands production, clean burning coal technologies, natural gas in coal and the development of alternative energy sources (wind, hydro, biofuels). There is also "another Alberta" waiting to be developed through technologies, such as CO_2 injection, that improve the recovery of existing conventional resources remaining in the ground. Diversification of energy sources will be largely market driven and, therefore, Alberta's energy resources must remain competitive in the broader global energy market to ensure their development. Maintaining resource access is essential for future energy development. The Ministry works within the province's framework of sustainable development to maintain or enhance resource exploration and development opportunities in a responsible manner that protects the environment and public safety.

Strategies

3.1 Develop strategies for the long-term appropriate development of the oil sands with a vision of achieving production of three million barrels per day by 2020.

3.2 Expand our natural gas reserves by encouraging research and exploration in tight sands and shale gas areas that have not received sufficient evaluation to date.

3.3 Coordinate the implementation of approved recommendations to enhance regulatory processes and policies for the responsible development of natural gas in coal.

3.4 Work with the Alberta Energy Research Institute, other research organizations and industry, through initiatives such as the Alberta Energy Innovation Strategy, Energy INet and the department's Innovative Energy Technologies Program, to develop an integrated, coordinated approach to research that supports oil sands extraction and upgrading, clean coal technology, increased recovery of conventional and unconventional resources, CO_2 management, water management, and alternative energy.

3.5 Work with other ministries to develop Alberta's resources in a sustainable, integrated and environmentally responsible manner through ongoing participation in cross-government initiatives such as the implementation of the water strategy, integrated land management program, biodiversity strategy, rural development and regional access management planning initiatives.

3.6 Work with Aboriginal communities, resource developers and other levels of government to increase certainty for resource development and to create opportunities for Aboriginal people to participate equitably in the energy economy of Alberta.

3.7 Continue to support the activities of Emergency Management Alberta which provides emergency and security preparedness for Alberta's critical energy infrastructure.

3.8 Work to increase awareness of Alberta's energy and mineral resources and the importance and economic significance of the energy and mineral sectors, today and in the future.

Performance Measures	Last Actual (2004)	Target	Outlook 2007	Outlook 2010
3.a **Energy Resource Portfolio Diversification** – production from new sources or extended production from existing sources.				
3.b Oil Production (thousands of barrels per day):				
Extended Oil Recovery	143		119	96
Oil sands	973		1,315	1,756
Natural Gas Production (trillion cubic feet per year):				
Natural gas in coal	.02	Additional Production	.20	0.40
Electricity Generating Capacity (megawatts):				**Outlook 2009**
Natural Gas (cogeneration)	3,226		3,420	3,800
Oils (crude, fuel and bitumen)	8		150	150
Renewables (hydro, wind, biomass)	1,328		1,735	2,310

Sources:
Alberta Department of Energy and Alberta Energy and Utilities Board

GOAL FOUR 4 Use an integrated approach to energy development to expand value-added energy development in Alberta

What it means The Ministry encourages industrial integration and increased value-added resource upgrading in Alberta. Extracting the most value from our energy resources by moving up the value chain from raw products to processed consumer end-products secures additional benefits for Albertans. The oil sands provide the potential for new refining capacity, and for growing a petrochemical industry based on petroleum. These new opportunities when combined with Alberta's natural gas liquid (NGL) based petrochemical industry provide a significant attraction for more value-added development in Alberta.

An integrated strategy for energy development will be used to build on Alberta's abundant resource base, attractive investment location, skilled workforce, and quality post-secondary professional and technical institutions. Integration means that energy projects and commodities are no longer treated on a stand-alone basis, but as part of a larger energy scenario. The coordination of energy development with other resource industries to ensure future access to resources, while minimizing the environmental footprint and building on opportunities created by other industries, is an important part of the integration strategy. Partnering with the public and private sectors of our economy will be critical to future energy development. Within the Government of Alberta numerous departments will play an important part in the strategy addressing energy policy, aboriginal concerns, land use/access policy, labour supply and training, environment, energy innovation and research, municipal services, transportation, infrastructure and education.

Strategies

4.1 Work with industry to expand Alberta's upgrading, refining and petrochemical industries and encourage development of related and integrated value-added industries.

4.2 Encourage industry investment in expanding Alberta's capacity to upgrade and refine bitumen into conventional refined products and to produce feedstocks for petrochemical production.

4.3 Work with Alberta Economic Development to promote and market Alberta's energy resource development and value-added opportunities to secure new investment, market growth, employment and business opportunities.

4.4 Identify labour requirements and work with Human Resources and Employment and Advanced Education to prepare a labour force development strategy to address emerging and critical needs.

4.5 Identify infrastructure (roads, rail, pipelines, transmission, research and education) needed to support future energy development and work with all levels of government and industry to develop these.

Performance Measures

Performance measures for this goal are currently under development.

Core Business Three: Energy for Albertans

GOAL FIVE 5

Maintain a competitive market framework that provides Albertans with competitively priced and reliable electricity and natural gas

What it means Alberta restructured its electric industry to provide an efficient, competitive marketplace for electricity that encourages the development of new power generation and offers all consumers choice and reliability of supply. Retail natural gas has been open to choice since 1996 and the Ministry continues to strengthen its provisions for retail customer choice, having established similar rules for the natural gas and electricity retail markets. Through the *Natural Gas Price Protection Act*, the Alberta government also returns royalty dollars to consumers to provide relief from high natural gas prices.

Strategies

5.1 Enable and foster competitive wholesale and retail markets for electricity and a competitive retail market for natural gas to provide Alberta consumers with choice, innovative services, reliability and competitive prices.

5.2 Participate with the Utilities Consumer Advocate and regulated electricity and natural gas retailers to provide consumers, industry and other government agencies with clear and timely communication to increase consumer understanding of Alberta's competitive marketplace for natural gas and electricity.

5.3 Develop and implement mandatory reliability rules for the North American transmission grid, in collaboration with other governments, the Independent System Operator and the EUB.

5.4 Implement Alberta's transmission policy in planning, rule-making and tariffs, to enable development of new electric infrastructure to ensure Albertans continue to receive safe, reliable and open-access service.

5.5 Continue to monitor natural gas prices and the effectiveness of the natural gas rebate program.

5.6 Work with other ministries and industry to encourage energy conservation and the choice of a range of energy sources, including both renewable and non-renewable.

Performance Measures	**Last Actual (year)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
5.a **New Power Generation** – Margin (MW) between installed capacity and peak demand.	1,902 (2005)	2,050 (2006)	2,200 (2007)	2,350 (2008)
Based on following information				
Installed Generating Capacity (MW):	*11,482*	*11,880*	*12,280*	*12,680*
Peak Demand (MW):	*9,580*	*9,830*	*10,080*	*10,330*
5.b **Electricity Restructuring** – CAEM – RED Index Ranking of Alberta's Restructuring In North America.	4 (2003)	Top 10 (2006)	Top 10 (2007)	Top 10 (2008)
5.c **Annual Residential Natural Gas Price (ARGP)** – Difference between the annual average price Albertans pay for natural gas and the price paid by other Canadian jurisdictions – National Residential Natural Gas Price or NRGP ($/GJ). Does not include Alberta's natural gas rebates.	-$0.60 (2005)	Annual ARGP not to exceed annual NRGP (2006)	Annual ARGP not to exceed annual NRGP (2007)	Annual ARGP not to exceed annual NRGP (2008)

Sources:

5.a Alberta Energy and Utilities Board, Independent System Operator and Alberta Department of Energy

5.b Center for the Advancement of Energy Markets (CAEM)

5.c Alberta Department of Energy

Core Business Four: Regulation of Energy Development by the Energy and Utilities Board

GOAL SIX 6

A regulatory framework for the energy and utility sectors that is fair, responsible and in the public interest

What it means The Government of Alberta has established in legislation and policy a regulatory framework intended to ensure that the discovery, development and delivery of Alberta's energy resources and utilities services take place in a manner that is fair, responsible and in the public interest. The development of broad energy policy and oversight of this framework rests with the government, particularly the Minister of Energy, who is responsible for the related legislation. The Energy and Utilities Board (EUB) is responsible for implementing the regulatory process within this framework. While the EUB reports administratively to the Minister of Energy, its formal regulatory decisions are made independently, in accordance with the governing legislation and regulations. The EUB regulates the development and delivery of energy resources in Alberta. It establishes and applies technical standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects, including resource conservation. The EUB conducts inspections to ensure compliance with the regulations it administers. It also provides geoscience information and expertise needed by government, industry and the public for the stewardship and development of energy resources in Alberta. In the utility sector, the

EUB ensures that regulated electricity and natural gas utilities provide consumers with reliable service at just and reasonable prices that also provide the owners of the regulated utilities with a reasonable opportunity of earning a fair return on their investment and recovering their costs. The EUB does not regulate the wholesale commodity prices for gas and electricity.

Strategies

6.1 Participate in the development of an improved regulatory framework for energy development and the role and structure of the EUB within this framework.

6.2 Improve the effectiveness and efficiency of decision making processes through improved use of Appropriate Dispute Resolution (ADR) and negotiated settlements, expansion of routine decision processes for areas where the requirements are clear, more efficient utility pre-hearing disclosure and improved non-routine decision making processes used to settle conflicts.

6.3 Maintain high standards of public safety, environmental protection and energy resource conservation by ensuring EUB regulatory requirements are relevant, understood and complied with. Address all outstanding Public Safety and Sour Gas recommendations.

6.4 Work with stakeholders to develop sustainable liability management programs which ensure licensees are responsible for decommissioning and abandonment liabilities.

Note: A detailed Energy and Utilities Board Business Plan is available from the Energy and Utilities Board Website www.eub.gov.ab.ca/BBS/eubinfo.

Performance Measures	Last Actual 2004-05	Target 2006-07	Target 2007-08	Target 2008-09
6.a **Application Resolution** – Percentage of oil and gas facility and resource applications filed with objections resolved without a hearing.	97%	95%	95%	95%
6.b **Protection of Public Safety** – Percentage of major and serious unsatisfactory field inspections of regulatory noncompliance	2.3% (2004)	Less than 3.5% (2006)	Less than 3.5% (2007)	Less than 3.5% (2008)
6.c **Service Standards of Utility Companies** – Percentage of utility companies performance measure results that meet the EUB target for service standards to utility customers.	n/a	90%	92%	94%

Note:

6.a Less than 1 per cent of the approximately 50,000 oil and gas facility and resource applications in 2004-05 were filed with objections.

ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

Successful delivery of the Ministry's core businesses depends on building and maintaining a strong organization with the knowledge and capacity to respond to changing future business and economic circumstances. A separate Organizational Capacity goal, which supports all of the Ministry's core businesses, has been established to address this requirement.

GOAL SEVEN 7

Build an organizational environment for success

What it means Organizational Capacity and Effectiveness addresses the challenge and importance of maintaining and building organizational capacity to respond to changing business needs. Organizational capacity means having the right resources, people, processes and tools to deliver the Ministry's core businesses.

Strategies

7.1 Implement human resource development and workforce planning strategies that enable us to retain, attract and develop our employees to ensure a competent and committed workforce that meets current and future needs. Develop strategies for succession planning and knowledge management and transfer.

7.2 Leverage the strategic value of information by providing secure access and exchange of electronic information required by both industry and government.

7.3 Through the Information Technology Reinvestment initiative, deliver business solutions that address emerging business needs and technology drivers in support of crucial business operations, and allow the retirement of aged business solutions.

7.4 Ministry customers will continue to be provided with easily accessible, relevant and high quality data, information, services, knowledge, and advice relative to the energy and utility sectors. The EUB will expand its commitment by establishing an EUB customer contact centre to provide prompt delivery of accurate, consistent information and assistance.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
7.a **Industry satisfaction** – with Department services	84% (2005)	n/a (2006)	80% or higher (2007)	n/a (2008)
Industry satisfaction – with Department electronic information management	90% (2005)	n/a (2006)	80% or higher (2007)	n/a (2008)
7.b **Stakeholder satisfaction** – with Energy and Utilities Board information and access to it	79% (2004-05)	n/a (2006)	75% (2007)	n/a (2008)

Notes:

7.a Banister Research and Consulting
7.b External Stakeholder EUB Satisfaction Survey.

All surveys are conducted every second year.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Securing Benefits for Albertans	32,780	35,579	35,579	36,184	36,449	36,449
Resource Development	27,689	29,001	29,526	31,229	31,434	31,434
Energy for Albertans	5,440	5,404	5,404	5,653	5,683	5,683
Regulation of Energy Development	124,042	130,234	132,034	146,052	147,052	147,052
MINISTRY EXPENSE	189,951	200,218	202,543	219,118	220,618	220,618

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Non-Renewable Resource Revenue						
Natural Gas and By-Products Royalty	6,439,267	5,418,000	8,238,000	7,146,000	5,578,000	4,942,000
Crude Oil Royalty	1,272,503	923,000	1,447,000	954,000	798,000	685,000
Synthetic Crude Oil and Bitumen Royalty	718,145	393,000	1,184,000	1,716,000	1,712,000	1,351,000
Bonuses and Sales of Crown Leases	1,251,944	886,000	3,440,000	1,479,000	1,293,000	1,191,000
Rentals and Fees	152,600	145,000	155,000	150,000	150,000	148,000
Coal Royalty	11,224	8,000	11,000	11,000	11,000	11,000
Alberta Royalty Tax Credit	(101,757)	(93,000)	(113,000)	(102,000)	(94,000)	(90,000)
Total Non-Renewable Resource Revenue	9,743,926	7,680,000	14,362,000	11,354,000	9,448,000	8,238,000
Freehold Mineral Rights Tax	306,420	310,000	349,000	386,000	313,000	280,000
Investment Income	1,089	1,250	1,250	1,250	1,250	1,250
Industry Levies and Licences	74,315	74,000	74,000	82,700	82,700	82,700
Other Revenue	22,988	8,509	10,309	10,309	10,309	10,309
MINISTRY REVENUE	10,148,738	8,073,759	14,796,559	11,834,259	9,855,259	8,612,259
EXPENSE						
Program						
Ministry Support Services	1,540	1,822	1,822	1,927	1,927	1,927
Resource Development and Management	64,310	68,127	68,652	71,104	71,604	71,604
Energy and Utilities Regulation	110,428	117,234	118,734	133,052	134,052	134,052
Orphan Well Abandonment	13,614	13,000	13,300	13,000	13,000	13,000
Valuation Adjustments and Other Provisions	59	35	35	35	35	35
MINISTRY EXPENSE	189,951	200,218	202,543	219,118	220,618	220,618
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	9,958,787	7,873,541	14,594,016	11,615,141	9,634,641	8,391,641

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	10,148,738	8,073,759	14,796,559	11,834,259	9,855,259	8,612,259
Inter-ministry consolidation adjustments	(461)	-	-	-	-	-
Consolidated Revenue	10,148,277	8,073,759	14,796,559	11,834,259	9,855,259	8,612,259
Ministry Expense	189,951	200,218	202,543	219,118	220,618	220,618
Inter-ministry consolidation adjustments	(461)	-	-	-	-	-
Consolidated Expense	**189,490**	**200,218**	**202,543**	**219,118**	**220,618**	**220,618**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	9,958,787	7,873,541	14,594,016	11,615,141	9,634,641	8,391,641

Environment

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Guy Boutilier, *Minister of Environment*
March 1, 2006

THE MINISTRY

The Ministry of Environment consists of the Department of Environment as the entity for government reporting purposes as well as the Environmental Appeals Board, which is a quasi-judicial board reporting to the Minister. In addition, three Delegated Administrative Organizations report to the Minister and operate with separate board governance and financial management. They are the Alberta Recycling Management Authority, the Beverage Container Management Board and the Alberta Used Oil Management Association.

The Ministry's authority to carry out its mandate is based on the *Environmental Protection and Enhancement Act*, the *Water Act* and the *Climate Change and Emissions Management Act*.

VISION

Alberta's environment sustains a high quality of life.

MISSION

Steward and protect Alberta's environment to sustain diverse ecosystems, healthy Albertans, strong communities and a prosperous economy.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Alberta Environment is committed to achieving the Government of Alberta's Strategic Business Plan that sets out a vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children. The key linkages between the Ministry of Environment's 2006-09 Business Plan and the Government of Alberta's (GOA) Strategic Business Plan are highlighted below.

GOA Strategic Business Plan Goal 11: The high quality of Alberta's environment will be sustained – The Ministry of Environment contributes to this goal by ensuring Albertans have a safe and sustainable supply of water and by taking effective action on climate change. The Ministry is also taking a leadership role in working with other ministries and key stakeholders to develop and implement sustainable resource and environmental management. Ensuring that Alberta has outcome-based management systems, integrated policies and streamlined regulatory processes is a strategic priority for the Ministry. The Ministry is committed to providing Albertans with exceptional leadership and service.

GOA Strategic Business Plan Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life – The Ministry of Environment is linked to this goal as effective and sustainable infrastructure is essential to sustaining the high quality of Alberta's environment. Government owned and supported infrastructure is key to ensuring Albertans have effective water management facilities and infrastructure. The Ministry is committed to working with partners to ensure Albertans have the effective infrastructure required to sustain Alberta's environment.

GOA Strategic Business Plan Strategic Opportunity: Making Alberta the Best Place to Live, Work and Visit – Safe and adequate supplies of water, clean air and land, together with healthy, vibrant communities are the foundations of a high quality of life and form the core of the Ministry of Environment's 2006-09 Business Plan. Our three business plan goals and related strategies are closely aligned with the goals and commitments to Albertans in the Government of Alberta Strategic Business Plan, of which a clean natural environment is a key component. Our commitment to sustainable resource and environmental management and the use of innovative approaches and strategies to achieve better outcomes for air, water and land supports the government's plan.

VALUED BEHAVIOURS

The Ministry's values are reflected in our corporate and individual behaviors. They define how we treat our stakeholders, clients, partners, the public and each other.

Respect – We trust each other, respect the opinions of others, and others respect us.
Knowledge – We value informed decision-making based on clear problem definition, appropriate context, and shared information and analysis.
Continuous Learning – We acquire new skills that increase our capacity for improvement and innovation, and our ability to achieve corporate and personal goals.
Shared Responsibility – We work collaboratively with others to achieve environmental goals.
Integrity – We follow through on our commitments, providing reliable and ethical service.
Leadership – We model the way forward while encouraging and enabling others to be leaders.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry of Environment is working collaboratively across government and with stakeholders to take a strategic systems approach to protecting and managing the environment. This approach focuses on sustainable resource and environmental management with the following five key elements:

- A high-level, **government-wide vision** for the environment with common goals, outcomes-based management systems, and integrated resource and environmental policies and strategies with coordinated implementation across ministries;
- A **place-based approach** that facilitates a cumulative approach to environmental decision-making and management practices, and integrates varying demands on resources;
- **Shared responsibility** for the environment with industry, communities, organizations, other governments, the public and the academic-scientific-technical community;
- Utilization of a more comprehensive, flexible set of **regulatory and non-regulatory tools and incentives** to encourage, support and reward effective environmental performance; and
- **Continuous improvement** in environmental performance and accountability.

The Ministry's approach to sustainable resource and environmental management is required to effectively respond to increasingly complex environmental challenges and risks. These include:

- **Public Expectations:** Albertans value their environment for the ecological, economic, recreational and social benefits it provides. They expect a safe and sufficient supply of water, clean air and productive land. Albertans also expect their government to effectively manage and protect the environment as a legacy for future generations. They want greater participation in shaping government policy and in delivering the programs that affect the quality of their lives.

- **Water:** There is increasing pressure on water usage and services fuelled by rapid economic and population growth in Alberta. The pressures include intensity of water use, water scarcity and management in flood situations requiring ecosystems protection, conservation of water and its efficient use. Surveys indicate that preferred solutions are ones that enhance the capacity of the local community to deal with its issues. The Ministry sees an opportunity to fully partner with citizens in stewardship and watershed planning activities through partnerships such as watershed councils and watershed stewardship groups.

- **Climate Change:** Public awareness of the need to respond to climate change continues to grow. Albertans have been leaders on this issue, and we must continue to contribute to solutions and influence national and international climate change policy. Our leadership in research on cleaner energy, carbon capture and gasification of coal is important on a global scale.

- **Site Decontamination/Reclamation:** There is a growing concern over the decontamination and reclamation of industrial sites and the associated liability. Albertans are looking to their government to ensure clean up of all contaminated sites, as they do not want to be left accountable for reclaiming industrial sites.

- **Environmental Hazards:** Recent significant environmental incidents, such as the major flood in southern Alberta and the spill incident at Wabamun Lake, emphasize the need for the Ministry to assess and manage environmental risks effectively to reduce the incidence of environmental hazards, and ensure that systems are in place to respond in a timely way when they occur. Albertans expect their government to act decisively when such incidents occur to ensure that the high quality of the environment is restored and maintained.

- **Environmental Outcomes:** The quality of the environment is affected by the environmental practices and behaviours of individuals, communities, industry and governments. The legislative mandate for natural resources and the environment is distributed among provincial ministries and other levels of government. Achieving desired environmental outcomes will therefore require the public and stakeholders to assume a shared responsibility for the environment, and ministries and governments to take coordinated action to achieve desired environmental outcomes. We will create awareness and educate Albertans to accomplish behavioral change.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of environmental factors, the following strategic priorities have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Water**

   Linkage:
   Goals 1, 2 and 3

Albertans have a safe and sustainable supply of water

With its partners, the Ministry of Environment leads effective management of the quality and quantity of our water resources and ensures healthy aquatic ecosystems. The Ministry's priority is to implement the provincial water strategy, *Water for Life: Alberta's Strategy for Sustainability*.

2. **Climate Change**

   Linkage:
   Goals 1 and 3

Alberta takes effective action on climate change

The Ministry, in partnership with other governments, industries and communities, works toward innovative and practical long-term solutions. Our priority is to implement the provincial climate change plan, *Albertans & Climate Change: Taking Action*, including:

- A focus on technology solutions; and
- Strategic investments that help Alberta respond to climate change while developing a competitive economy.

3. **Using and Respecting the Land**

   Linkage: Goal 1

Alberta has an effective provincial land use framework

The Ministry is working with other ministries to develop a comprehensive provincial Land Use Framework for the effective management of competing land use interests to preserve Alberta's high quality of life and continued economic prosperity. We will work with other ministries to demonstrate resource conservation, resource recovery and waste reduction and promote the restoration of contaminated sites to productive use.

4. **Sustainable Resource and Environmental Management**

   Linkage:
   Goals 1, 2 and 3

Alberta has outcome-based environmental management systems, integrated resource and environmental policies, and streamlined regulatory processes

The Ministry is committed to continuously improve Alberta's environment by working collaboratively with Sustainable Resource Development, Energy, other ministries and stakeholders for improved sustainable resource and environmental management including:

- Developing shared outcomes;
- Integrating policies within and across ministries, media and sectors;
- Delivering efficient and effective services to Albertans;
- Enhancing Albertans' awareness, understanding and wise use of the environment by providing reliable and accessible environmental information and education; and
- Reducing regulatory duplication.

Effective environmental management also requires performance measurement, risk management and program evaluation to demonstrate progress to Albertans in achieving environmental outcomes and goals.

5. Staff Capability

Linkage:
Goals 1, 2 and 3

Albertans receive exceptional leadership and service from Ministry of Environment staff to assure effective environmental management
The Ministry is dedicated to developing all employees and enhancing their leadership capacity. Our *People Plan* supports sustainable resource and environmental management through leading, learning and healthy workplace strategies. The Ministry aligns its human resource practices with the Government of Alberta's goals and priorities.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Assuring Environmental Quality

The Ministry ensures that the environment is clean and safe for current and future generations of Albertans. Ministry programs that support this core business include approvals, compliance and enforcement, monitoring and evaluation, standards, drinking water, water operations, business planning and performance, innovation and policy, and reclamation and emergency preparedness.

GOAL ONE 1

Alberta's environment is clean and safe

What it means A clean environment sustains our ecosystems and provides a high quality of life for current and future generations. The Ministry works with others to set, achieve and report on key environmental outcomes. The Ministry also manages environmental risks and ensures a timely and coordinated response to environmental emergencies.

Strategies

Water

1.1 Work with other ministries, governments and stakeholders to implement *Water for Life: Alberta's Strategy For Sustainability*, including:

- Developing and implementing a comprehensive, phased, long-term strategy to protect Albertans' drinking water;
- Using a place-based approach, establish water management objectives and priorities in watershed plans to sustain healthy aquatic ecosystems and support sustainable economic development; and
- Supporting best management practices in all sectors to improve the efficiency and productivity of water use.

1.2 Support Alberta's water infrastructure sustainability by:

- Operating and maintaining provincially-owned water infrastructure;
- Developing and implementing a management and reporting system (Environment Infrastructure Management System); and
- Working with municipalities and other ministries to respond to needs for infrastructure improvements.

1.3 Review current policy and regulations for coalbed methane development, and respond to recommendations from the Multi-Stakeholder Advisory Committee pertaining to water management.

1.4 Effectively manage the impact of droughts, floods and major spills in coordination with Emergency Management Alberta.

Climate Change

1.5 Make Alberta a leader in energy efficiency improvements, carbon management strategies and adapting to climate change and variability.

Air

1.6 Enhance Alberta's comprehensive air management system by updating policies to maintain and improve Alberta's air quality.

Using and Respecting the Land

1.7 Contribute to the development and implementation of an effective government-wide provincial land use strategy.

1.8 Demonstrate leadership in resource conservation, resource recovery and waste reduction.

1.9 Resolve contamination and liability issues through flexible tools and incentives promoting the restoration of contaminated sites to productive use, in response to the recommendations of the Contaminated Sites Stakeholder Advisory Committee.

Sustainable Resource and Environmental Management

1.10 Work with other ministries and stakeholders to further develop shared environmental outcomes, and integrate cross-ministry policies and information systems, including:

- Delivering solutions in accordance with the Government of Alberta's Integrated Information Systems and the Information Management Framework to address the priority information needs of the Ministry, stakeholders and clients;
- Recommending an integrated framework and improved delivery system for upstream oil and gas development, which improves clarity, efficiency, certainty, and accountability for industry and government, and is open and transparent to the public;
- Working with the Departments of Energy and Sustainable Resource Development in the consultation and development of strategies for oil sands development and environmental management for the benefits of current and future generations; and
- Commencing the Southern Alberta Sustainability Strategy. The outcomes of this project will be the definition of desired regional environmental outcomes for southern Alberta landscapes, achieved through consensus of a multi-stakeholder partnership.

Staff Capability

1.11 Update the primary business streams and identify skills required to support Sustainable Resource and Environmental Management.

1.12 Enhance leadership capacity, knowledge and skills for staff at all levels, to support continuous improvement in environmental performance.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a **Drinking Water Safety Indicator** Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities, in the way facilities are operated, and reporting on analytical results.[1]	FDS: 409 FOR: 45 WQ: 69 (2004-05)	FDS: 355[2] FOR: 20 WQ: 45	FDS: 380 FOR: 10 WQ: 40	FDS:410 FOR: 5 WQ: 35
1.b **River Water Quality Index** Evaluates the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are combined to provide an indication of overall water quality.[3]	5 out of 6 river systems have "good" to "excellent" water quality (2003-04)	6 out of 6 river systems have "good"to "excellent" water quality	6 out of 6 river systems have "good"to "excellent" water quality	6 out of 6 river systems have "good"to "excellent" water quality
1.c **Air Quality Index** Evaluates the quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter - $PM_{2.5}$.[4]	"Good" air quality days 98% of the time (2004)	"Good" air quality days 97% of the time	"Good" air quality days 97% of the time	"Good" air quality days 97% of the time
1.d **Effective Water Management Infrastructure**[5] Measures the utilization (U), functional adequacy (FA) and physical condition (PC) of provincially owned water management infrastructure.	U: 99.8% FA: 95.1% PC: Good: 93.34% Fair: 6.14% Poor: 0.52% (2004-05)	U: 99.0% FA: 95.0% PC: Good: 93.0% Fair: 7.0% Poor: 0.0%	U: 99.0% FA: 95.0% PC: Good: 93.0% Fair: 7.0% Poor: 0.0%	U: 99.0% FA: 95.0% PC: Good: 93.0% Fair: 7.0% Poor: 0.0%
1.e **Community Flood Risk Mapping** Measures the number of flood risk mapping reports completed (R), and flood risk maps available on Environment's web site (W) for communities identified as having a flood risk.[6]	R: 34 W: 35 (2003-04)	R: 38 W: 37	R: 40 W: 39	R: 42 W: 41

Notes:

[1] The indicator is comprised of three separate sub-measures: the Facility Design Standards measure (FDS) is the number of facilities meeting the most recent design standards; the Facility Operational Requirements measure (FOR) is the number of incidents where regulatory requirements have not been met that could lead to water quality incidents; and the Water Quality measure (WQ) is the number of water quality incidents.

[2] New standards for the Facility Design Standards (FDS) have been introduced for 2006, which are more stringent than the previous 1997 standards.

[3] The index shows the relative differences in quality between rivers, between sites on the same river (e.g., stations upstream and downstream of major cities), and over time.

[4] The Air Quality Index is calculated at eleven continuous monitoring stations, in Edmonton, Calgary, Fort Saskatchewan, Lethbridge, Red Deer and Fort McMurray.

[5] Includes headworks, dams and irrigation canals as of April 2005. "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle requiring additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

[6] Flood risk mapping integrates the hydrological assessment of the flood risk, topographic data, historical flood records assessment, hydraulic modeling and model mapping to terrain maps. This is followed by municipality review, consultation on designation and community assistance.

GOAL TWO 2 Albertans receive effective and efficient services

What it means The Ministry has the capacity, tools, and frameworks to effectively support achievement of environmental outcomes. The Ministry and its partners provide excellent service to stakeholders, clients and the public.

Strategies

Water

2.1 Implement and enable delivery of a broad range of water management tools and techniques.

2.2 Continue to improve the resources available to communities for flood risk avoidance and warning.

Sustainable Resource and Environmental Management

2.3 Develop and use regulatory and non-regulatory tools and incentives to encourage, support and reward good environmental performance.

2.4 Develop and implement a Third Party Contracting Program to support and assist the Ministry's efforts to review major projects.

2.5 Review processes and increase capacity to continuously improve and integrate the regulatory regime, including clarifying approval requirements, and evaluating and streamlining reporting requirements.

2.6 In response to the recommendations of the Environmental Protection Commission, build Ministry capacity to support all-hazards environmental incident planning and response systems throughout the province, and improve business continuity planning and preparedness, in partnership with Emergency Management Alberta, and other government and stakeholder agencies.

Staff Capability

2.7 Target organizational training and development to enhance staff capability to provide effective service.

2.8 Implement the Ministry's Succession Management Framework and formalize knowledge management practices to ensure continuity of services.

Performance Measure	Last Actual 2004-05	Target 2006-07	Target 2007-08	Target 2008-09
2.a **Stakeholder Satisfaction** Percentage of stakeholders satisfied with Ministry programs and services based on survey results.[1]	55.4%	58%	n/a	60%

Note:

[1] A survey of stakeholders is conducted every two years.

Core Business Two: Sharing Environmental Management and Stewardship

Ensuring a high quality environment is a shared responsibility. The Ministry is committed to working with citizens to manage the environment for the benefit of current and future generations of Albertans. This includes sharing timely and credible information about the environment, so that Albertans can make informed decisions. Ministry programs that support this core business include *Water for Life*, climate change, educational awareness, integrated resource management, intergovernmental relationships and partnerships, and ministry support services.

GOAL THREE 3 Albertans work with others to safeguard the environment

What it means The Ministry works collaboratively with other ministries, governments, organizations, associations and communities to effectively manage the environment. With knowledge and opportunity, Albertans can be actively involved in caring for the environment.

Strategies

Water

3.1 Collaborate with partners to achieve the goals of *Water for Life: Alberta's Strategy for Sustainability*, including:

- Supporting the work of the Alberta Water Council and the Watershed Planning and Advisory Councils on watershed management issues in the province; and
- Supporting Watershed Stewardship Groups to improve the condition of local watersheds.

3.2 Help water-use sectors develop and implement water conservation and productivity plans to meet Alberta's water conservation targets, including:

- Working with stakeholders to implement recommendations from the Advisory Committee on Water Use Practice and Policy pertaining to the reduction or elimination of freshwater use in oilfield injection activities.

3.3 Work with other ministries and stakeholders on policy and supporting action plans to achieve sustainable wetlands, including development of a comprehensive drained wetland inventory for the province.

Climate Change

3.4 Implement the provincial strategy, *Albertans & Climate Change: Taking Action*, by working with stakeholders on innovative and practical long-term solutions to address the risks of climate change, including:

- Working with other governments in developing bilateral, national and international climate change policies.

Air

3.5 Work towards the completion of airshed zones using a place-based approach.

3.6 Collaborate through the Clean Air Strategic Alliance to develop plans to maintain and improve Alberta's air quality by:

- Developing a strategic air quality management plan for confined feeding operations;
- Increasing the use of renewable and alternate electricity generation; and
- Assisting in the implementation of the Human Health and Animal Health recommendations.

Sustainable Resource and Environmental Management

3.7 Develop and enhance collaboration and partnership with other ministries, governments, Aboriginal and other stakeholders to achieve shared environmental outcomes by:

- Developing and implementing Alberta Environment's First Nations Consultation Guidelines;
- Supporting the work of the Canadian Council of Ministers of the Environment (CCME);
- Continuing to implement the Alberta/British Columbia Harmonization Agreement;
- Supporting the Rural Development Strategy by working to improve air, land and water management in rural communities; and
- Encouraging the use of stewardship endowments and trusts to support a high quality environment.

3.8 Develop fully functioning regional cumulative effects management systems for specific areas of the province, in collaboration with other ministries, governments, Aboriginals and stakeholders.

3.9 Encourage broader awareness and stewardship of the environment by:

- Supporting public awareness and education programs; and
- Providing online access to environmental information.

3.10 Develop and deliver a provincial conservation plan focusing on the areas of waste, energy conservation, and water. This approach will include:

- An extensive public education and awareness campaign aimed at motivating, educating and mobilizing all Albertans to reduce waste, conserve our resources and protect our environment; and
- A road-map outlining Alberta's strategies and actions for improved waste management, now and in the future.

Staff Capability

3.11 Ensure Environment staff members have the knowledge, skills and opportunities to be strategic facilitators and relationship builders.

3.12 Support the Ministry's vision and valued behaviors through the Workplace Culture Action Plan.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
3.a **Municipal Solid Waste to Landfills** Measures Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills as measured in kilograms of waste per capita. Annual targets will be based on a 2010 goal to reduce volume of waste disposed in landfills to 500 kilograms per capita.	800 kg per capita (2004)	770 kg per capita	690 kg per capita	650 kg per capita
3.b **New Renewable and Alternative Energy Generation** Measures incremental renewable and alternative energy generation since 2001, expressed as a percentage of total provincial electrical energy (MWh)	1.2% (2003)	2.5%	3.0%	3.5%
3.c **Beverage Container Return Rate** Measures the return rate of beverage containers each year based on sales and returns.[1]	80% (2004)	85%	85%	85%
3.d **Used Oil Recovery Rate** Measures the recovery rate of used oil each year expressed as a percentage of the estimated volume of recoverable oil and quantity recovered.[2]	76.9% (2004)	75.5%	76%	80%

Sources:

[1] Beverage Container Management Board

[2] Alberta Used Oil Management Association

Water Use Efficiency and Productivity Indicator (under development) - Compares the amount of water used in relation to economic productivity and population growth. Targets will be determined relative to a 2015 target of 30% improvement over 2005 levels.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Assuring Environmental Quality	84,093	95,556	95,563	98,490	99,840	102,340
Sharing Environmental Management and Stewardship	45,966	39,523	44,931	44,140	43,320	43,320
MINISTRY EXPENSE	130,059	135,079	140,494	142,630	143,160	145,660

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

		Comparable				
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
REVENUE						
Internal Government Transfers	4,065	5,425	5,425	4,225	3,175	3,175
Premiums, Fees and Licences	1,831	2,322	2,322	3,738	5,138	6,528
Other Revenue	2,285	1,081	1,081	1,098	1,098	1,098
MINISTRY REVENUE	8,181	8,828	8,828	9,061	9,411	10,801
EXPENSE						
Program						
Approvals	12,443	13,441	13,441	15,149	16,349	17,749
Compliance and Enforcement	8,211	9,065	9,072	8,575	8,575	8,575
Monitoring and Evaluation	12,743	17,179	17,179	18,741	18,741	18,741
Standards	5,905	5,560	5,560	5,770	5,770	5,770
Water Operations	10,855	12,851	12,851	11,987	11,987	11,987
Business Planning and Performance	2,136	2,543	2,543	2,087	2,087	2,087
Innovation and Policy	7,854	8,819	8,819	10,647	10,647	10,647
Drinking Water	1,707	1,712	1,712	1,748	1,748	1,748
Reclamation and Emergency Preparedness	4,065	4,925	4,925	3,725	2,675	2,675
Water for Life	3,668	5,127	5,127	8,810	8,810	8,810
Climate Change	3,990	3,557	3,557	3,600	3,600	3,600
Educational Awareness	7,566	7,853	7,853	8,566	8,566	8,566
Integrated Resource Management	4,960	5,991	5,991	6,951	6,951	6,951
Intergovernmental Relationships and Partnerships	13,546	3,510	8,710	3,642	3,842	3,842
Ministry Support Services	12,012	13,386	13,594	12,472	11,452	11,452
Amortization of Capital Assets	18,174	19,461	19,461	20,061	21,261	22,361
Valuation Adjustments and Other Provisions	224	99	99	99	99	99
MINISTRY EXPENSE	130,059	135,079	140,494	142,630	143,160	145,660
Gain (Loss) on Disposal of Capital Assets	(12)	-	-	-	-	-
NET OPERATING RESULT	(121,890)	(126,251)	(131,666)	(133,569)	(133,749)	(134,859)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

		Comparable				
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Revenue	8,181	8,828	8,828	9,061	9,411	10,801
Inter-ministry consolidation adjustments	(4,065)	(5,425)	(5,425)	(4,225)	(3,175)	(3,175)
Consolidated Revenue	4,116	3,403	3,403	4,836	6,236	7,626
Ministry Expense	130,059	135,079	140,494	142,630	143,160	145,660
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**130,059**	**135,079**	**140,494**	**142,630**	**143,160**	**145,660**
Gain (Loss) on Disposal of Capital Assets	(12)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(125,955)	(131,676)	(137,091)	(137,794)	(136,924)	(138,034)

Executive Council

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ralph Klein

Ralph Klein, *Premier*
February 28, 2006

THE MINISTRY

The Ministry of Executive Council consists of the reporting entity of the Department of Executive Council, and includes the following programs:

- Office of the Premier/Executive Council – coordinates government's long-term strategic planning and facilitates cross-ministry policy coordination and collaboration through the Policy Coordination Office; provides administrative support to Executive Council (Cabinet) and its members and committees, the Alberta Order of Excellence Council and the Office of the Lieutenant Governor. Executive Council also operates the Protocol Office, which plans and coordinates international visits and provides protocol advice for provincial government ceremonial events.
- Corporate Internal Audit Services – provides centralized internal audit services to government in order to identify and recommend improvements to ministry operations and fiscal management.
- Public Affairs Bureau – helps government communicate with Albertans by assigning staff to communications branches across government, developing communications for government's long-term strategic plans and priority initiatives and coordinating internal

government communications; provides Albertans with two-way access to government through central communications and information resources such as the Alberta government home page and Alberta Connects; and ensures effective and timely communications with Albertans during public emergencies.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Executive Council plans and coordinates the development of the Government of Alberta Strategic Business Plan, including the government's three-year business plan objectives, the 20-year strategic plan and the top eight priorities. The Ministry is also specifically linked to Goal 8 (Alberta will have a financially stable, open and accountable government) and to Key Opportunity 4 (Making Alberta the Best Place to Live, Work and Visit).

The Ministry of Executive Council further contributes to government's business plan objectives by providing assurance and advisory services to ministries through Corporate Internal Audit Services. Public Affairs Bureau communications staff assigned to ministries across government also support work to achieve objectives set out in the strategic business plan.

OFFICE OF THE PREMIER / EXECUTIVE COUNCIL

OVERVIEW / AND STRATEGIC PRIORITIES 2006-09

The Office of the Premier/Executive Council provides support to the Premier and Executive Council, coordinates government's long-term strategic planning and facilitates cross-ministry policy coordination and collaboration. Executive Council's Policy Coordination Office will continue working with ministries to identify and assess items of long-term strategic importance to Alberta, to promote a collaborative effort across government regarding policy development and to provide strategic management to other priorities and initiatives as they arise. Executive Council staff will also work to ensure that the planning and administrative services they provide to Cabinet and Standing Policy Committees support government's long-term strategic planning priorities.

The Protocol Office and Office of the Lieutenant Governor will continue working to ensure that key ceremonial events and foreign visits receive appropriate planning, and that Albertans are made aware of opportunities to take part in any related events as they arise.

Efforts will also continue to increase public awareness of the Alberta Order of Excellence program, including the installation of redesigned members' galleries in the Northern and Southern Alberta Jubilee Auditoria and continued promotion of the public nomination process.

CORPORATE INTERNAL AUDIT SERVICES

VISION

Be recognized as delivering high quality internal audit services with objectivity and professionalism.

MISSION

Provide objective and independent assurance and advisory services designed to add value to and improve the Government of Alberta's operations.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The significant opportunity for Corporate Internal Audit Services is to help government and its ministries identify and mitigate risks in their systems, processes and controls. The challenge is to establish a proven track record in performing this work. Market demand for audit professionals is also such that the audit industry at large is experiencing significant difficulty in recruiting and/or retaining professional audit staff.

STRATEGIC PRIORITIES 2006-09

Through a review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of Corporate Internal Audit Services.

1. **Sound Internal Control** **Linkage: Goal 1**	Work with the Internal Audit Committee to promote the principles of sound internal control.
2. **Effective Internal Processes** **Linkage: Goal 1**	Continue to establish internal processes and methodologies to help carry out the mandate of Corporate Internal Audit Services.
3. **Full Recruitment and Training** **Linkage: Goal 1**	Complete the recruitment and support continued professional development of audit staff.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide centralized, internal audit services to government

GOAL ONE 1

Perform internal audits, on a risk-prioritized basis, across the Government of Alberta and its ministries in order to identify and recommend improvements to their operations and fiscal management

What it means Corporate Internal Audit Services helps ministries achieve their objectives by bringing a systematic, disciplined approach to evaluate and improve risk management, control and governance processes.

Strategies

1.1 Work with all ministries to develop an appropriate audit scope to cover the operation of ministries.

1.2 Meet all professional standards for the practice of internal auditing.

1.3 Recruit and retain staff with the skill set required to meet the mandate of Corporate Internal Audit Services.

1.4 Ensure the work of Corporate Internal Audit Services is designed to avoid duplication of the work conducted by the Office of the Auditor General.

Performance Measures

Measures under development. A survey method/targets for ministry evaluation of internal audit services will be developed.

PUBLIC AFFAIRS BUREAU

VISION

The Public Affairs Bureau will be a centre of communications excellence and one of Albertans' preferred choices for news and information about their government's policies, programs and services.

MISSION

The mission of the Public Affairs Bureau is to help the government communicate effectively with Albertans by providing quality, coordinated and cost-effective communications services.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

As the province enters its second century, the Government of Alberta is implementing a 20-year strategic plan to ensure the success of Alberta's first hundred years is maintained and extended well into the future. The development of a long-term strategic communications plan, that encourages the use of effective communications practices and cross-government coordination, will help government achieve that goal.

Managing growth to secure Alberta's future prosperity is a central focus of long-term planning. Alberta's growing economy and population are creating challenges in the areas of labour supply, infrastructure development and land use, as well as in social programming areas such as health and traffic safety. These challenges demand ongoing, effective and coordinated communications strategies to reach a growing and increasingly diverse audience across the province and, in the case of some issues, on a national and international stage.

The Public Affairs Bureau will continue to make optimum use of its cross-government structure in order to coordinate communications for major initiatives that involve multiple ministries, and will work closely with the Policy Coordination Office to help ensure effective communications surrounding the government's long-term planning. An increased focus on providing government with research and advice on public trends and opinions will also ensure government's long-term plans and strategies reflect public needs and expectations. Existing central services such as the Government of Alberta home page, Alberta Connects and new communications vehicles such as the Alberta SuperNet and other e-communications sources will also provide increased options for delivering information and collecting feedback. Expanding on existing advertising programs will build on Albertans' awareness and understanding of government initiatives, decisions and priorities, and enhanced communication with government employees will help to quickly deliver information to as wide an audience as possible.

STRATEGIC PRIORITIES 2006-09

The Public Affairs Bureau is linked to all of the Government of Alberta's Eight Top Priorities. After a review of environmental factors, the following have been identified as particular key areas of focus for the Public Affairs Bureau's communications efforts. These are in addition to the important ongoing core activities of the Public Affairs Bureau. While Goal 1 is the primary linkage for each of the priorities, the success of all of the Public Affairs Bureau's communications activities also depends on the efficient and effective operation of communications tools that fall under Goal 2.

1. **Long-term Strategic Communications** **Linkage: Goal 1**	The government's 20-year strategic plan is essential to the continued success of the province. The creation of a corresponding communications plan will ensure Albertans receive ongoing, effective and meaningful information about government's long-term plans.

2. Managing Growth

Linkage: Goal 1

Alberta's growing population and the pressures that growth represents are key drivers for the Government of Alberta, and are also reflected in the Bureau's communications priorities for 2006-09. Communications programs will ensure Albertans and all relevant stakeholders receive the information they need about the provincial fiscal situation and government initiatives to enhance the province's infrastructure and transportation systems, create effective traffic safety programs, create an integrated energy strategy for the province and other related initiatives.

3. Building and Educating Tomorrow's Workforce

Linkage: Goal 1

The strong economy has made developing Alberta's labour force a priority for the province. Comprehensive communications strategies will be provided in order to support strategies that address skill and labour shortages and ensure all relevant audiences receive the information they need on related government policies and programs. This includes areas such as labour supply, advanced education, immigration, apprenticeship and skills development, as well as elements that contribute to Alberta's ability to attract and retain skilled workers such as Alberta's high quality of life and competitive tax regime.

4. Creating a Dialogue on Land Use and the Environment

Linkage: Goal 1

Wise land use and environmental management have become increasingly important priorities for the province. The Public Affairs Bureau will support efforts to consult with stakeholders so that a comprehensive land use framework can be developed for the province. Work will also continue to communicate with Albertans and other stakeholders on sustainable resource and environmental management, greenhouse gas reduction and the Water for Life Strategy.

5. Emergency Communications

Linkage: Goal 1

The government's increased focus on planning for potential public emergencies such as pandemic flu, environmental incidents and public security threats highlights the need for a strengthened emergency communications program. This includes work to incorporate updated technologies into response plans and to ensure Public Affairs Bureau staff receive the training they need to deliver effective communications support in the case of a major public emergency.

Core Business One: Help government ministries communicate with Albertans

Includes supplying professionals to ministries to develop and implement communications programs, providing communications planning and consulting services to government, and coordinating communications for priority initiatives and during public emergencies.

GOAL ONE 1

Increase communications with Albertans in the areas they identify as top priorities

What it means Albertans have said they want comprehensive, two-way communications about government programs and services that matter most to them. They also have a right to receive clear facts about the issues faced by the province so they can form their own opinions about how they want government to handle those issues. Achieving this goal ensures Albertans receive clear and timely communications from government.

Strategies

1.1 Develop and begin implementing a long-term strategic communications plan to ensure Albertans are well informed of government's long-term plans. This includes providing increased updates and information advertising to Albertans on key government programs and initiatives and increasing public opinion research to ensure Albertans are receiving the information they need and expect.

1.2 Ensure Albertans and all relevant stakeholders are informed of government's efforts to manage growth and prosperity. This includes work to enhance the province's infrastructure and transportation systems, the creation of effective traffic safety programs on Alberta roads and the development of an integrated energy strategy for the province.

1.3 Provide communications support to efforts to build and educate Alberta's labour force. This includes areas such as labour supply, advanced education, immigration, apprenticeship and skills development, as well as elements that contribute to the attraction and retention of skilled workers such as Alberta's high quality of life and competitive tax regime. It also includes communications to help ensure the Government of Alberta is positioned to retain and attract the employees it needs to continue delivering high-quality services to Albertans.

1.4 Support efforts to consult with stakeholders so that a comprehensive land use framework can be developed for the province and work to communicate with Albertans and other stakeholders on sustainable resource and environmental management, greenhouse gas reduction, the Water for Life Strategy and other related initiatives.

1.5. Develop and implement communications programs to support the government's health and wellness initiatives, including: programs to promote exercise and healthy food choices for children and youth, and to reduce injury and prevent drug abuse; improvements in health care delivery for Albertans; and emergency plans such as Alberta's Pandemic Influenza Plan.

1.6 Encourage effective communications between the Government of Alberta and other levels of government in areas such as municipal affairs, Aboriginal economic development and self-government and international trade.

1.7 Enhance the information resources available to Government of Alberta employees and better align government's internal and external communications so that staff are better informed of government's overall direction, activities and goals.

1.8 Strengthen the current emergency response communications program to ensure that plans, communications tools and staff training levels are sufficient to deliver effective communications support in the case of a major public emergency.

Performance Measures	Last Actual (2005-06)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Public satisfaction with government communications in priority areas	65%	75%	75%	75%
1.b Government client satisfaction	92%	95%	95%	95%
1.c Alberta Connects (e-mail inquiry response system) efficiency	96%	96%	96%	96%

A new measure related to emergency response communications is under development. The Ministry will work to develop survey methods and targets related to the efficiency of its public emergency response communications program.

Core Business Two: Provide Albertans with two-way access to government

Includes managing the Government of Alberta website and the Alberta Connects program, distributing government news releases, and providing technical support for major government news conferences and announcements.

GOAL TWO 2 Make government information more accessible

What it means Albertans have said they want effective two-way communications from their government. The increased use of e-communications tools such as e-mail and the Internet has shaped Albertans' expectations for quick and convenient access to information on government programs and services. This goal ensures that two-way communications vehicles are continually updated to meet changing needs. It focuses on improving key resources, such as the Government of Alberta website and Alberta Connects telephone and e-mail service.

Strategies

2.1 Work with Government Services to ensure an effective and coordinated flow of front-line information to Service Alberta Call Centre staff dealing with public inquiries on major government initiatives and announcements.

2.2 Deliver targeted information to rural Albertans and support the government's Rural Development Strategy through the Alberta SuperNet and other appropriate vehicles.

2.3 Continue to expand the Alberta Connects program to ensure effective service to ministries using the resource to handle high volumes of telephone and electronic inquiries during major initiatives.

2.4 Deliver more timely and efficient public and media access to government news releases through upgrades to the Alberta Communications Network production processes and website.

2.5 Ensure the Government of Alberta website remains a useful and timely information resource for Albertans through upgrades such as improvements to the search facility and content management system changes to enhance the relevance, timeliness and accuracy of posted information.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Public satisfaction with access to government information	66%	75%	75%	75%
2.b. User satisfaction with the Government of Alberta Home Page	88%	90%	90%	90%

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Office of the Premier / Executive Council	5,491	5,600	5,750	6,602	6,602	6,602
Public Affairs Bureau:						
Help Government Ministries communicate with Albertans	9,125	9,838	9,998	11,330	11,330	11,330
Provide Albertans with Two-way Access to Government	2,064	2,133	2,132	2,710	2,710	2,710
Corporate Internal Audit Services	3,057	4,750	4,400	4,652	4,869	4,869
MINISTRY EXPENSE	19,737	22,321	22,280	25,294	25,511	25,511

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
REVENUE						
Premiums, Fees and Licences	1	-	-	-	-	-
Other Revenue	2,992	-	-	-	-	-
MINISTRY REVENUE	2,993	-	-	-	-	-
EXPENSE						
Program						
Office of the Premier / Executive Council	5,505	5,600	5,750	6,602	6,602	6,602
Public Affairs	11,154	11,971	12,130	14,040	14,040	14,040
Corporate Internal Audit Services	2,979	4,750	4,400	4,652	4,869	4,869
Valuation Adjustments and Other Provisions	99	-	-	-	-	-
MINISTRY EXPENSE	19,737	22,321	22,280	25,294	25,511	25,511
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(16,744)	(22,321)	(22,280)	(25,294)	(25,511)	(25,511)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Revenue	2,993	-	-	-	-	-
Inter-ministry consolidation adjustments	(2,979)	-	-	-	-	-
Consolidated Revenue	14	-	-	-	-	-
Ministry Expense	19,737	22,321	22,280	25,294	25,511	25,511
Inter-ministry consolidation adjustments	(2,979)	-	-	-	-	-
Consolidated Expense	**16,758**	**22,321**	**22,280**	**25,294**	**25,511**	**25,511**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(16,744)	(22,321)	(22,280)	(25,294)	(25,511)	(25,511)

Finance

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Shirley McClellan

Shirley McClellan, *Minister of Finance*
February 28, 2006

THE MINISTRY

The Ministry of Finance includes the Department of Finance, Alberta Pensions Administration Corporation, Alberta Local Authorities Pension Plan Corporation, Alberta Securities Commission, Alberta Capital Finance Authority, ATB Financial, Alberta Insurance Council and the Credit Union Deposit Guarantee Corporation and their subsidiaries, as well as the following six regulated funds: Alberta Cancer Prevention Legacy Fund, Alberta Heritage Foundation for Medical Research Endowment Fund, Alberta Heritage Savings Trust Fund, Alberta Heritage Scholarship Fund, Alberta Heritage Science and Engineering Research Endowment Fund and the Alberta Risk Management Fund. The Ministry of Finance also includes the activities of the following companies in wind-up: N.A. Properties and Gainers Inc.

The Department of Finance has the following key areas/functions: Office of Budget and Management; Alberta Investment Management; Treasury Management; Risk Management; Tax and Revenue Administration; Pensions, Insurance and Financial Institutions; Policy and Strategic Planning and Corporate Support.

VISION

Financial leadership that strengthens Alberta.

MISSION

Provide corporate financial services and manage the province's financial affairs and policies in the interests of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta (GoA) Business Plan Goals			
Goal 1: Alberta will have a diversified and prosperous economy **Key Opportunity:** Unleashing Innovation **Goal 5:** Albertans will be healthy **Key Opportunity:** Making Alberta the Best Place to Live, Work and Visit	**Goal 8:** Alberta will have a financially stable, open and accountable government **Key Opportunity:** Making Alberta the Best Place to Live, Work and Visit **Goal 14:** Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life	**Goal 9:** Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments **Key Opportunity:** Making Alberta the Best Place to Live, Work and Visit	**Goal 10:** Alberta will be a fair and safe place to work, live and raise families **Key Opportunity:** Making Alberta the Best Place to Live, Work and Visit
Finance Goals			
Goal 4: Sound management of financial assets and liabilities for current and future generations of Albertans ***Strategic link:*** Enhancing investment returns for all government and pension funds (GoA-Goal 1) (GoA-Goal 5)	**Goal 1:** A financially strong, sustainable and accountable government ***Strategic link:*** Managing Alberta's fiscal plan, Sustainability Fund, Capital Plan and coordinating the government's legislated commitment to be accountable to Albertans (GoA-Goal 14) **Goal 2:** A fair and competitive provincial tax system ***Strategic link:*** Ensuring Alberta's tax system is the best approach for Alberta's economy (GoA-Goal 8) **Goal 4:** Sound management of financial assets and liabilities for current and future generations of Albertans ***Strategic link:*** Enhancing investment returns for all government and pension funds (GoA-Goal 8) **Goal 5:** Effective leadership in risk management ***Strategic link:*** Provide sustainable funding for liability exposure and loss of public assets (GoA-Goal 8) **Goal 9:** Sustainable public sector pension plans in Alberta	**Goal 7:** Accessible financial services for Albertans and local authorities ***Strategic link:*** Alberta Capital Financing Authority provides financing for capital projects to a variety of local authorities including municipalities, hospitals, schools, post-secondary institutions and airport authorities throughout the province (GoA-Goal 9)	**Goal 6:** Effective Regulation of Private Sector Pension, Insurance and Financial Products and Services **Goal 8:** An Effective and Efficient Securities Regulatory System ***Strategic link:*** Promote the development and implementation of an inter-provincial/territorial securities regulatory system that is streamlined, simple, effective and efficient for investors and other market participants (GoA-Goal 10)

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The elimination of Alberta's accumulated debt has put the government on a more solid financial foundation and provided more fiscal flexibility. Maintaining a strong and sustainable financial position remains challenging nonetheless:

- Non-renewable resource revenue, which accounts for about one third of the Alberta government's total revenue, is unpredictable and volatile. Energy prices can swing dramatically due to unpredictable world events, such as political conditions in the Middle East or severe weather in North America. The potential implications of the Kyoto protocol on resource revenue are also not yet known.
- Alberta's resource revenue will be affected by the move from conventional to non-conventional oil sands, where the royalty return is not as high. As well, certain tax structures, like income trusts, reduce tax revenue to the province.
- Addressing spending pressures in health care, in particular, is very challenging for all governments in Canada. An aging population and new medical technologies and drugs are putting upward pressures on health costs. Citizens are also demanding better access and shorter wait times, which places additional pressure on health spending.
- Because of Alberta's rapid growth, there are major infrastructure funding pressures. Building infrastructure today will result in operating cost pressures in the future.
- Making decisions regarding allocation of large unexpected increases in revenue in a debt-free situation is not typical for governments. It is very difficult to deal with the high expectations that have been created.
- The challenge with respect to savings is to manage our cash and investments prudently, balancing cash requirements with the higher returns of high quality, longer-term investments.

Pension plans will be affected by an aging population. In addition, recent investment performance of pension plans have resulted in significant funding shortfalls. Recognizing pressures on pension plans will enable stakeholders to collectively work on reviewing pension plan regulations and governance, helping to ensure pension plans are sustainable.

The Ministry faces challenges in regulating and fostering Alberta's capital market. Investor protection has to be balanced with the ability of firms to raise capital. It is also necessary to guard against unnecessary duplication of regulation to ensure capital formation in Canada is not adversely affected, while preserving the ability to respond to regional needs.

The frequency and severity of recent natural disasters have resulted in greater demands for loss prevention and emergency services. This has also contributed to significant increases in the costs of property and casualty insurance, as well as shrinkage in insurance coverage. The challenge for the Government of Alberta is to manage risk prudently without inhibiting innovation.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of environmental factors, the following are strategic priorities for Finance. These are in addition to the important ongoing core activities of the Ministry.

1. Fiscal Framework

Linkage: Goal 1

- Review the government's fiscal framework to ensure that it positions Alberta well for the future.

2. Tax Policy

Linkage:
Goals 2 and 3

- Build on the results of the current tax review to ensure tax competitiveness, economic efficiency, fairness and revenue stability. Reviewing Tax Policy is one of the eight top priorities in the 2006-09 Government of Alberta Business Plan.

3. Investments

Linkage: Goal 4

- Develop Alberta Investment Management to:
  - Better meet the needs of investment clients, including government endowment funds and public sector pension funds.
  - Improve effectiveness while promoting a culture of highly informed and risk-aware decision-making throughout the organization.
- Seek to enhance investment returns for all government and pension funds and ensure risks present in the funds are those believed to lead to superior returns.

4. Securities Regulation

Linkage: Goal 8

- Ensure that an effective and efficient securities regulatory system is available in Alberta that meets the needs of Alberta's business and investors.
- Lead and actively promote the development and implementation of an effective and efficient system of securities regulation in Canada.

5. Pensions

Linkage:
Goals 6 and 9

- Lead the consultation with public sector boards and stakeholders to review the current governance arrangements for public pension plans.
- Work with other jurisdictions across Canada to streamline private sector pension standards laws.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Fiscal Planning and Financial Management

GOAL ONE 1 A financially strong, sustainable and accountable government

What it means Strategic fiscal planning and prudent economic forecasting are required to meet today's priorities and sustain essential programs and services over the longer term. The Fiscal Framework supports sound fiscal planning, to help deal with revenue volatility and maintain balanced budgets. It includes a three-year government fiscal plan; a Sustainability Fund to cushion ongoing operating and capital spending plans from volatile revenue and fund the costs of emergencies and disasters; a three-year Capital Plan, funded from current-year revenue, the Capital Account and alternative financing arrangements.

Finance will continue to coordinate the government's legislated commitment to be accountable to Albertans through publishing the Government of Alberta three-year consolidated fiscal and business plans, quarterly fiscal updates and annual performance reports, including audited financial statements, as required by the *Government Accountability Act.*

Strategies As part of ongoing advice provided to Treasury Board on all fiscal planning matters, the following strategies will be of particular significance over the next three years:

1.1 Ensure budget and capital planning processes are fully integrated to support decision-making.

1.2 Support the review and ongoing development of Alberta's fiscal framework.

1.3 Manage the financing of capital requirements, including assessing the Government of Alberta's costs and risks of both traditional and alternative financing methods.

1.4 Continue to work on expanding the government reporting entity for reporting purposes, which could include health authorities, schools and post-secondary institutions.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Alberta's Credit rating	AAA	AAA	AAA	AAA
1.b Percentage of Albertans who feel that the Government of Alberta provides adequate financial information to the public (based on those surveyed who expressed an opinion)[1]	55%	70%	70%	70%

Note:

1 Reflects revised wording for the survey question that was developed and implemented in 2005-06. Last actual results are based on previous wording.

GOAL TWO 2

A fair and competitive provincial tax system

What it means Alberta's tax policy of low overall rates on a broad tax base promotes strong economic growth. Taxes provide revenue that government needs to fund programs and services. The tax system must be fair and promote self-reliance. Alberta taxes must also be competitive with those in other provinces and countries in order to attract the investment, jobs and skilled workers necessary to keep our economy performing well. Alberta has a low single-rate personal income tax, the lowest tax on gasoline of all provinces and no general payroll tax. Alberta is the only province without a general capital tax or retail sales tax. A review of the Alberta tax system was undertaken in 2005-06 to evaluate whether the low-rate, broad base policy continues to be the best approach for Alberta's economy.

Strategies

2.1 Introduce changes to the tax system as required by government direction following the tax review.

2.2 Continue to monitor Alberta's tax competitiveness, economic efficiency, fairness and revenue stability.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Provincial tax load for a family of four	Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada
2.b Provincial tax load on businesses[1]	Second Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada

Note:

[1] Data for this measure is provided by the federal government and may change as work progresses on the new equalization framework.

GOAL THREE 3

Revenue programs are administered fairly, efficiently and effectively

What it means The design and administration of Alberta's tax and revenue programs contributes to the strategic priority of ensuring a fair and competitive tax environment in Alberta and maintaining Alberta's tax advantage. Collecting revenue fairly means that all taxpayers and claimants are treated equally under the law and with respect; efficiently means obtaining measurable value for money spent; effectively means that losses due to tax evasion are kept to a minimum. To meet this goal, the Ministry designs tax and revenue programs, collects revenue owing to the province, administers tax and revenue laws, makes payments of refunds and rebates, and provides information to stakeholders, taxpayers and claimants. In addition, it provides expertise and advice to other ministries on initiatives with revenue implications.

Strategies

3.1 Rewrite fuel tax legislation to modernize the program and its administration.

3.2 Work with stakeholders to improve service and promote self compliance through the use of information technology upgrades.

3.3 Identify and address program areas where there is high risk of non-compliance.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Ratio of amounts added to net revenue to costs of administration[1]	9.6:1	12:1	11:1	10:1

A new measure for 2005-08 was developed to measure the percentage of revenue obtained through self-compliance. The target for each year of the 3-year period is 92%. An unaudited actual of 94.7% was calculated as at March 31, 2005.

Note:

[1] Declining target is a result of increased compliance.

Core Business Two: Investment, Treasury and Risk Management

GOAL FOUR 4

Sound management of financial assets and liabilities for current and future generations of Albertans

What it means Finance is responsible for the investment of the Alberta Heritage Savings Trust Fund, endowment funds and other government funds. Finance is also responsible for investing on behalf of the public sector pension plans. Pension boards are responsible for setting public sector pension plan investment policies for their funds and monitoring performance within defined objectives and constraints. Finance is responsible for setting the endowment funds investment policy.

Investment policies, such as how much to invest in equities versus bonds, are the major determinants of investment fund returns over time. Once the investment policies are determined, Finance can enhance returns by making active investment decisions relative to the appropriate financial market benchmarks (e.g., The Standard and Poors TSX Index for Canadian equities).

Finance also has the responsibility for the province's cash management including short term borrowing and investing, management of banking arrangements, and short-term and long-term financing for the government and provincial corporations.

Strategies

4.1 Enhance the organizational structure, governance and resources to better meet evolving client needs.

4.2 Enhance investment returns for all government and pension funds through the following strategies:

- Utilize a risk management framework to ensure risks present in the funds are those believed to lead to superior returns.
- Enhance capabilities in managing non-traditional asset classes.
- Use tactical asset allocation capability and other innovative value added strategies.
- Offer clients a range of products and services to meet current and future investment needs.

4.3 Provide leadership in cash and debt management through the following strategies:

- Continue to stay current with new technology and best practices.
- Minimize cost for provincial government and provincial corporations through efficient borrowing programs.
- Ensure daily cash flows are managed in a manner that produces optimal results through effective cash forecasting.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a The market value rate of return of the selected asset mix (policy benchmark) of the Alberta Heritage Savings Trust Fund will be compared against the Consumer Price Index (CPI) plus 4.5% to determine whether the long-term investment policy is achieving the returns expected based on long-term capital market assumptions[1]	0.18% below the target of CPI plus 4.5%	CPI plus 4.5 %	CPI plus 4.5%	CPI plus 4.5 %
4.b Five-year weighted average market value rate of return for endowment funds compared against the weighted average policy asset mix rate of return (benchmark) for those funds to determine the impact of active fund management on performance[1]	All funds exceeded the target benchmark of 50 basis points[2]	Benchmark plus 50 basis points	Benchmark plus 60 basis points	Benchmark plus 70 basis points
4.c Return on Consolidated Cash Investment Trust Fund compared to Scotia Capital 91 day Treasury Bill Index	Benchmark plus 9 basis points	Benchmark plus 5 basis points	Benchmark plus 5 basis points	Benchmark plus 5 basis points
4.d All-in cost of debt issued compared to an issue of Alberta debt of comparable term in the Canadian public debt market[3]	Costs were lower by $1.3 million	Cost lower than the comparable debt issued in the Canadian public debt market		

A new performance measure for 2006-09 has been developed to measure the five-year weighted average market value rate of return for public sector pension fund clients compared against the weighted average policy asset mix rate of return (benchmark) for those funds to determine the impact of active fund management on performance. The targets are: Benchmark plus 50 basis points (2006-07); Benchmark plus 60 basis points (2007-08) and Benchmark plus 70 basis points (2008-09).

Notes:

[1] One-year market value rate of return of each endowment fund is compared against the one-year policy asset mix rate of return for that endowment fund in the fiscal year 2004-05. In the future, the performance measure and target will be changed based on how many years the new measure is in use until it builds up over time to five years. After five years the performance measure stays fixed and will be calculated as an annualized five-year weighted average market value rate of return for each endowment fund compared against the annualized five-year weighted average policy asset mix rate of return.

[2] A basis point is 1/100 of a per cent.

[3] Measure was last reported in 2004-07 business plan.

GOAL FIVE 5

Effective leadership in risk management

What it means The Ministry serves all participants identified under the *Financial Administration Act* and provides leadership by supporting all government ministries and agencies in identifying, measuring, controlling and financing the risks of accidental loss. Effective risk management systems provide awareness, improve public safety and reduce costs to government in the long-term.

The Alberta Risk Management Fund operates under the authority of the *Financial Administration Act*. The Fund facilitates the provision of risk management services to participants by assuming general and automobile liability and the risk of property and other losses.

Strategies

5.1 Promote risk awareness throughout government.

5.2 Collaborate with other ministries to identify risk and develop additional risk control programs.

5.3 Provide sustainable funding for liability exposure and loss of public assets.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Value of the net assets of the Alberta Risk Management Fund[1]	Net liability for year ending March 31, 2005 was $5.8 million	Net liability $2 million	Net liability $1 million	Net value up to $1 million

Note:

[1] Actuarial liability is targeted to be eliminated during this business plan cycle. The result is expected to be an approximate net value up to $1 million by 2008-09.

Core Business Three: Financial Sector and Pensions

GOAL SIX

6

Effective regulation of private sector pension, insurance and financial products and services

What it means Albertans need to know that the financial services and products they receive are secure. The Ministry minimizes risks relating to these products by regulating private sector pension plans, the insurance industry, credit unions, and the loan and trust corporations in Alberta.

Finance administers the *Employment Pension Plans Act*. The Act safeguards benefits promised to members of registered pension plans by setting minimum standards for funding, investment and qualifications for benefits.

The Ministry will continue to monitor the effectiveness of Alberta's new automobile insurance system, as well as the availability and cost of other general property and liability insurance for businesses, non-profit organizations and individuals. The Automobile Insurance Rate Board will set premiums for basic coverage, monitor premiums for optional coverage and review and approve rating programs for new insurers entering the Alberta market.

The rules and regulations that govern credit unions, insurers and loan and trust corporations are developed and maintained to facilitate a deposit holders, policyholders, and trust beneficiaries receipt of the financial services they contracted for, while maintaining a competitive environment for companies to operate.

Strategies

6.1 Implement new business processes and procedures to monitor private sector pension plans and ensure they meet minimum requirements prescribed by the *Employment Pension Plans Act*.

6.2 Assess the availability and cost of general property and liability insurance products.

6.3 Work with stakeholders to review and revise the statutory provisions for insurance contracts in the *Insurance Act*.

6.4 Assess the effectiveness and efficiency of the legislative framework governing Alberta loan and trust corporations.

6.5 Continue to work with stakeholders and other jurisdictions across Canada to harmonize and streamline private sector pension, insurance and financial legislation and regulatory processes.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
6.a Percentage of private sector pension plans that meet minimum funding[1] requirements	99%	99%	99%	99%

Note:

[1] Current service cost and any required deficit payments within the timelines set by legislation.

GOAL SEVEN

7

Accessible financial services for Albertans and local authorities

What it means Alberta's dynamic economy and entrepreneurial spirit requires readily accessible and technologically advanced financial services and products. In addition to private sector financial institutions, the Alberta Treasury Branches (ATB Financial) and the Alberta Capital Finance Authority make financial services and products available to Albertans and local authorities.

ATB Financial is a full-service financial institution, with the largest branch network in the province. It provides financial services to individuals, businesses and the agriculture sectors across Alberta.

Alberta Capital Finance Authority provides financing for capital projects to a variety of local authorities, including municipalities, hospitals, schools, post-secondary institutions and airport authorities throughout the province.

Strategies

7.1 ATB Financial will continue to operate on sound financial institution and business principles with the objective of earning a fair return.

7.2 Alberta Capital Finance Authority will continue to provide local authorities in the province with flexible funding for capital projects at the lowest possible cost while maintaining the viability of the Authority.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
7.a ATB Financial return on average assets (before tax)	1.27%[1]	1.07%	1.14%	1.21%
7.b Cost to Alberta local authorities of borrowing from ACFA compared to other municipality/aggregating agencies for a comparable loan	Lowest for 3 of 4 cases compared	Lowest for all comparable cases	Lowest for all comparable cases	Lowest for all comparable cases

Note:

[1] The high Rate of Return (ROA) in 2004/2005 was due to a loan loss recovery of $14.6 million in that year. Beyond 2004-05 ATB expects to move towards more normal ROA due to more normal loan loss provisioning levels.

GOAL EIGHT 8 An effective and efficient securities regulatory system

What it means An effective, efficient and streamlined securities regulatory system is vitally important to investor protection, and vibrant and competitive national and local capital markets. It inspires investor confidence and supports competitiveness, innovation and growth in the economy.

Strategies

8.1 Lead and actively promote the development and implementation of an inter-provincial/territorial securities regulatory system that is streamlined, simple, effective and efficient for issuers, investors and other market participants.

8.2 Lead the development of highly harmonized securities legislation, simplified where appropriate, that builds on existing law and could be adopted across Canada.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
8.a Inter-provincial/territorial securities regulatory system	Provincial/ Territorial Memorandum of Understanding (MOU)[1] signed	Legal framework for Passport System established	Passport System extended to other areas of securities law	Passport System extended to other areas of securities law
8.b Highly harmonized securities law (includes highly harmonized rules, regulation and legislation)	Provincial/ Territorial Memorandum of Understanding (MOU)[2] signed	Law drafted	Law adopted	Law implemented

Notes:

[1] Development and implementation of a Passport System portion of the MOU.

[2] Highly harmonized securities law portion of the MOU.

GOAL NINE 9 Sustainable public sector pension plans in Alberta

What it means Finance provides policy support to government with respect to funding and governance for several public sector pension plans. The Minister of Finance is responsible for Alberta's Public Sector Pension Plans including the Local Authorities Pension Plan, the Special Forces Pension Plan, the Public Service Pension Plan and the Management Employees Pension Plan. The Minister of Education is responsible for the Teachers' Pension Plan.

Alberta Pensions Administration Corporation provides administrative services for public sector pension boards, employers, members and pensioners of seven different pension plans and two supplementary retirement plans. Alberta Local Authorities Pension Plan Corporation provides strategic guidance and support to the Local Authorities Pension Board.

The cost of public sector pensions has increased over the past several years. The increase in contribution rates is primarily a result of lower than anticipated investment returns in the early 2000s when world capital equity markets did not perform well. Finance also provides advice in relation to Alberta's role as one of the joint stewards of the Canada Pension Plan.

Finance continues to work with the federal government and the other provinces to maintain the sustainability of the Canada Pension Plan and explores alternatives to allow Albertans to secure their retirement income. Alberta takes part in a triennial review of the Canada Pension Plan.

Strategies

9.1 Lead the consultation with public sector boards and stakeholders to review ways to strengthen governance of public sector pension plans.

9.2 Participate in the triennial review of the Canada Pension Plan.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
9.a Improved pension plan governance	Partially met[1]	Governance Review complete	Recommendations from review implemented	Governance framework fully implemented

Note:

[1] A Memorandum of Understanding (MOU) was signed in September 2004 as an initiative toward improving governance. The MOU outlined the roles and responsibilities of Alberta Pensions Administration Corporation and Finance.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Fiscal Planning and Financial Management	62,699	62,000	57,011	63,348	63,657	63,656
Investment, Treasury and Risk Management	479,984	493,498	459,780	522,867	535,283	538,609
Financial Sector and Pensions	356,104	345,323	341,979	340,946	327,486	314,259
MINISTRY EXPENSE	898,787	900,821	858,770	927,161	926,426	916,524

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	155,107	100,040	185,226	116,686	118,917	38,226
Personal and Corporate Income Taxes	7,012,664	7,476,950	7,173,834	8,226,025	8,553,717	9,055,028
Other Taxes	1,612,327	1,615,536	1,605,195	1,628,171	1,668,392	1,708,455
Transfers from Government of Canada	4,178	4,178	4,178	4,178	4,178	4,178
Investment Income	1,786,526	1,352,904	2,070,730	1,764,997	1,748,176	1,688,668
Premiums, Fees and Licences	38,956	37,522	35,048	39,253	44,986	48,087
Net Income from Commercial Operations	193,380	167,126	200,464	222,603	248,140	284,588
Other Revenue	49,345	53,012	53,421	65,693	71,132	73,985
MINISTRY REVENUE	10,852,483	10,807,268	11,328,096	12,067,606	12,457,638	12,901,215
EXPENSE						
Program						
Fiscal Planning and Financial Management	58,144	55,178	50,556	56,563	56,787	56,786
Investment, Treasury and Risk Management	183,197	207,664	205,049	283,249	305,381	323,816
Financial Sector and Pensions	355,368	344,491	341,180	340,120	326,647	313,420
Ministry Support Services	8,177	9,241	8,874	9,182	9,317	9,317
Valuation Adjustments and Other Provisions	(597)	1,000	864	1,000	1,000	1,000
Total Program Expense*	604,289	617,574	606,523	690,114	699,132	704,339
Debt Servicing Costs						
Department Voted	53,011	45,247	45,247	38,047	31,294	25,185
Department Statutory	241,487	238,000	207,000	199,000	196,000	187,000
Ministry Debt Servicing Costs	294,498	283,247	252,247	237,047	227,294	212,185
MINISTRY EXPENSE	898,787	900,821	858,770	927,161	926,426	916,524
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	9,953,696	9,906,447	10,469,326	11,140,445	11,531,212	11,984,691

* Subject to the *Fiscal Responsibility Act*. Total program expense includes the province's cash payments towards the unfunded pension liability (which will be eliminated under a separate legislated plan). Total program expense does not include the annual change in the unfunded pension obligations, which is a non-cash expense that does not affect borrowing requirements. The annual increases (decreases) in the Ministry of Finance's unfunded pension obligations are estimated to be: 6,541 (13,000) 53,000 (11,000) (13,000) (18,000)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	10,852,483	10,807,268	11,328,096	12,067,606	12,457,638	12,901,215
Inter-ministry consolidation adjustments	(243,732)	(196,791)	(273,639)	(238,378)	(201,596)	(124,184)
Consolidated Revenue	10,608,751	10,610,477	11,054,457	11,829,228	12,256,042	12,777,031
Ministry Program Expense	604,289	617,574	606,523	690,114	699,132	704,339
Inter-ministry consolidation adjustments	(30,277)	(31,710)	(42,529)	(93,679)	(96,116)	(97,141)
Consolidated Program Expense	**574,012**	**585,864**	**563,994**	**596,435**	**603,016**	**607,198**
Ministry Debt Servicing Costs	294,498	283,247	252,247	237,047	227,294	212,185
Inter-ministry consolidation adjustments	(65,434)	(73,916)	(65,389)	(69,510)	(72,453)	(75,428)
Consolidated Debt Servicing Costs	229,064	209,331	186,858	167,537	154,841	136,757
Consolidated Expense	803,076	795,195	750,852	763,972	757,857	743,955
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	9,805,675	9,815,282	10,303,605	11,065,256	11,498,185	12,033,076

Gaming

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gordon Graydon, *Minister of Gaming*
March 1, 2006

THE MINISTRY

The Ministry of Gaming includes the Department of Gaming, the Alberta Gaming and Liquor Commission (AGLC), the Alberta Lottery Fund, the Racing Appeal Tribunal and responsibility for the *Gaming and Liquor Act* and the *Horse Racing Alberta Act*. The Ministry is responsible for ensuring that the gaming and liquor industries in Alberta operate with integrity, accountability, and in a socially responsible manner while maximizing benefits to Albertans.

Gaming activities contribute to Albertans' quality of life by providing opportunities for charitable groups to raise funds directly for their valuable work, by providing entertainment options to adults in Alberta, and by providing funding used by government to support community and volunteer initiatives. In 2004-2005, charitable and religious organizations raised approximately $238 million through licensed gaming activities under Alberta's unique charitable gaming model. In addition, over $1 billion of gaming proceeds is provided annually to volunteer groups and public and community-based initiatives through the Alberta Lottery Fund.

Alberta's unique privatized liquor industry has more than 1,000 stores and over 12,000 different liquor products available. The private sector operates the retailing, warehousing, and distribution of liquor in Alberta and the Alberta Gaming and Liquor Commission licenses and regulates the industry. The province receives more than $550 million annually through the mark-up on liquor products sold in Alberta.

DEPARTMENT OF GAMING

The Department's primary responsibilities are strategic services, communications, and administration of various lottery funding programs, including the Community Facility Enhancement Program and the Community Initiatives Program. The Department benefits from services provided by the Alberta Gaming and Liquor Commission in the areas of human resources and information technology and from other administrative services provided through the Alberta Corporate Service Centre.

ALBERTA GAMING AND LIQUOR COMMISSION (AGLC)

The AGLC, a commercial enterprise within the Government of Alberta, consists of a Board and an administrative arm. The Board is responsible for policy and regulatory matters and the administrative arm manages the ongoing operations of the organization. The AGLC ensures that gaming and liquor activities in Alberta are conducted honestly, openly, and with the highest level of integrity. The AGLC also endeavours to maximize the economic benefits of gaming and liquor activities in the province to the benefit of Albertans.

ALBERTA LOTTERY FUND

The Alberta Lottery Fund, established in 1989, comprises the government's portion of revenues from provincial lotteries (ticket lotteries, slot machines, video lottery terminals, electronic Bingo, and Keno). Expenditures from the fund are approved by the Legislature annually and support programs, projects and foundations administered by various ministries. The AGLC administers the Alberta Lottery Fund and the Department of Gaming delivers various lottery funding programs.

GAMING AND LIQUOR ACT

The Ministry of Gaming is responsible for the *Gaming and Liquor Act*. The legislation sets out the framework for the provision and regulation of gaming and liquor in Alberta, including the roles and responsibilities of the Alberta Gaming and Liquor Commission. It also establishes the Alberta Lottery Fund.

HORSE RACING ALBERTA ACT

The Minister of Gaming is responsible for the *Horse Racing Alberta Act*. The legislation places responsibility for management and regulation of the horse racing industry in Alberta on a private, not-for-profit organization – Horse Racing Alberta.

RACING APPEAL TRIBUNAL

The Minister appoints members to the Racing Appeal Tribunal, as prescribed in the *Horse Racing Alberta Act*, to hear appeals arising from rulings or directions of horse racing officials. The Tribunal's costs are borne by Horse Racing Alberta.

VISION

A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenue derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its gaming and liquor industries.

MISSION

To ensure integrity and accountability in Alberta's gaming and liquor industries, and to achieve the maximum benefit for Albertans from gaming and liquor activities.

GUIDING PRINCIPLES

The Ministry has adopted the following guiding principles for gaming and liquor in Alberta. These guiding principles are subject to ongoing review to ensure they continue to reflect Albertans' values.

1. The integrity of gaming and liquor activities will be ensured.
2. Gaming and liquor policies will reflect a commitment to social responsibility.
3. Gaming and liquor policies will be supported by sound research and consultation with the public and stakeholders.
4. The collection and use of gaming and liquor revenue will be open and accountable.
5. Gaming activities will meet standards of quality to protect the integrity of gaming activities, provide gaming entertainment value to consumers and help to keep gaming dollars in Alberta.
6. Alberta's liquor industry will continue to be among the most progressive and competitive in the country and continue to lead the nation in terms of supply, distribution, pricing and customer service.
7. The financial return to eligible groups from charitable gaming and from provincial lotteries is to be maximized for the benefit of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry contributes to the attainment of the 20-year Government of Alberta Strategic Business Plan through two of its Strategic Opportunities as summarized below:

Strategic Opportunity 1: Unleashing Innovation

Goal 1: Alberta will have a diversified and prosperous economy

- The Ministry will continue to work with the liquor industry to ensure that Alberta's unique privatized liquor industry remains progressive and competitive.
- The Ministry is committed to maintaining the integrity of Alberta's liquor and gaming industries and achieve a balance between choice, social responsibility and economic benefit to Albertans.
- The Ministry will continue to contribute to the development of vibrant rural communities by maintaining a progressive liquor industry, providing opportunities for participation in the charitable gaming model, managing the growth of gaming, and providing Lottery Fund grants to specific volunteer groups, and public and community-based initiatives, including sport, recreational, cultural and other facilities.

Strategic Opportunity 4: Making Alberta the Best Place to Live, Work and Visit

Goal 7: The well-being and self-reliance of Aboriginal communities and people will be improved

- The Ministry will continue to work with First Nations to implement the First Nations Gaming Policy.
- The Ministry will provide grants from the First Nations Development Fund Grant Program to assist First Nations with economic, social and community development projects, education, health and infrastructure.

Goal 12: Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

- Through the Alberta Lottery Fund, the Ministry will continue to provide grants to specific volunteer groups, and public and community-based initiatives.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry continues to address challenges related to achieving its vision. The most significant challenges are ensuring the ongoing integrity of gaming and liquor activities, achieving a balance between consumer choice and the responsible provision of alcohol and gaming entertainment, and managing the ongoing evolution of the gaming and liquor industries, including the anticipated growth in the gaming industry.

The integrity of gaming and liquor activities requires constant vigilance. To meet this challenge, the Ministry continues to establish rigorous processes to ensure only eligible applicants are licensed. The Ministry also devotes considerable resources to monitoring ongoing operations and investigating all potential threats to the integrity of gaming and liquor activities.

The cornerstone of Alberta's approach to its gaming and liquor industries is that all activities are conducted in a socially responsible manner. The Ministry continues to identify opportunities to work closely with stakeholders to develop appropriate policies and innovative programs to promote the responsible use of gaming and liquor products. The Ministry will meet the government's commitments to review gaming policies, which include the First Nations Gaming Policy, and a review of the *Gaming and Liquor Act* and Regulation.

STRATEGIC PRIORITIES 2006-09

The strategic priorities described below have been identified by the Ministry. These priorities are in addition to the important ongoing core activities of the Ministry.

1. Integrity	**Maintain the highest level of integrity for gaming and liquor activities.**
Linkage: Goal 1	Alberta's liquor industry operates with integrity and remains progressive.
Goal 3	Alberta's gaming industry operates with integrity and benefits Albertans.
2. Socially responsible gaming and liquor industries	**Review policies and programs to ensure that the gaming and liquor industries continue to operate in a socially responsible manner.**
Linkage: Goal 2	Alberta's liquor industry operates in a socially responsible manner.
Goal 4	Alberta's gaming industry operates in a socially responsible manner.
3. Progressive Liquor Industry	**Ensure that Alberta's liquor industry remains among the most progressive and competitive in the country and that the interests of Alberta consumers are protected.**
Linkage: Goal 1	Alberta's liquor industry operates with integrity and remains progressive.
4. Maturing Gaming Industry	**Ensure the effective management of the evolving gaming model in Alberta.**
Linkage: Goal 3	Alberta's gaming industry operates with integrity and benefits Albertans.

5. Community Capacity Building	**Manage the implementation of the First Nations Gaming Policy to provide opportunities for gaming facilities on First Nations land for the benefit of First Nations communities.**
Linkage: Goal 3	Alberta's gaming industry operates with integrity and benefits Albertans.
Goal 5	Lottery Funds support volunteer, public and community-based initiatives.
6. Benefiting Albertans	**Increase awareness of the benefits flowing to Alberta's communities from the Alberta Lottery Fund.**
Linkage: Goal 5	Lottery Funds support volunteer, public and community-based initiatives.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Alberta's liquor industry operates with integrity and in a socially responsible manner

GOAL ONE 1

Alberta's liquor industry operates with integrity and remains progressive

What it means The Ministry is committed to ensuring Alberta's liquor industry will continue to be among the most progressive and competitive in the country and lead the nation in terms of supply, distribution, pricing and customer service. The Ministry ensures the regulation of the liquor industry through the provisions of the *Gaming and Liquor Act* and Regulation.

Strategies

1.1 Conduct a review of liquor policies, legislation and regulation.

1.2 Ensure the liquor industry operates in compliance with legislation and policy.

1.3 Work with the liquor industry to ensure Alberta's unique privatized liquor industry remains progressive and competitive.

1.4 Consult with Albertans on major policy initiatives and ensure liquor policies protect the interests of Albertans and benefit Alberta's consumers.

1.5 Enhance customer service through the implementation of electronic service delivery initiatives.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Percentage of Albertans surveyed who are satisfied with the conduct of the liquor business in Alberta.	78%	80%	80%	80%

GOAL TWO 2 Alberta's liquor industry operates in a socially responsible manner

What it means The Ministry is committed to ensuring that Alberta's liquor industry operates in a socially responsible manner. The Ministry partners with AADAC and other government ministries, industry and other stakeholders to promote the responsible sale and consumption of liquor and to reduce alcohol-related harms to Albertans.

Strategies

2.1 Monitor emerging issues and trends and, where necessary, develop policies to address the social and economic implications of these issues.

2.2 Partner with AADAC and the liquor industry to develop and deliver programs related to the responsible sale and consumption of liquor.

2.3 In partnership with the Solicitor General and Public Security, industry and community stakeholders, develop strategies to address violence in and around licensed premises.

2.4 Support research and education related to the responsible use of alcohol in areas such as Fetal Alcohol Spectrum Disorder.

2.5 In partnership with AADAC and the liquor industry, ensure consumers of alcohol are aware of prevention and treatment programs for alcohol abuse.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Percentage of Albertans surveyed who are aware of prevention and treatment programs for alcohol abuse.	86%	85%	87%	90%

Core Business Two: Alberta's gaming industry operates with integrity and in a socially responsible manner

GOAL THREE 3 Alberta's gaming industry operates with integrity and benefits Albertans

What it means The Ministry is committed to ensuring that Alberta's gaming industry operates with integrity while offering quality gaming entertainment choices to Albertans and providing economic benefits to charities. The Ministry ensures the regulation of the gaming industry through the provisions of the *Gaming and Liquor Act* and Regulation.

Strategies

3.1 Conduct a review of gaming policies, legislation and regulation.

3.2 Ensure Albertans are consulted with respect to major policy initiatives.

3.3 Ensure Alberta's charitable gaming model continues to provide maximum benefit to charities.

3.4 Ensure the gaming industry operates in compliance with legislation and policy.

3.5 Work with First Nations to continue to implement the First Nations Gaming Policy and ensure consistency with the charitable gaming model and the government's *Aboriginal Policy Framework*.

3.6 Ensure the accountability of Horse Racing Alberta for its legislated responsibilities and the funding provided to it under the Horse Racing and Breeding Renewal Grant Program.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of Albertans surveyed who are satisfied with the conduct of legal gaming in Alberta.	74%	70%	70%	70%

GOAL FOUR 4 Alberta's gaming industry operates in a socially responsible manner

What it means The Ministry is committed to ensuring the gaming industry operates in a socially responsible manner. The Ministry partners with AADAC and other stakeholders to develop, implement and evaluate initiatives that promote responsible gaming and increase awareness of problem gambling treatment programs. The Ministry is also committed to funding research into various aspects of gaming to assist policy development.

Strategies

4.1 Monitor emerging issues and trends, and where necessary, develop policies to address the social and economic implications of these issues.

4.2 Partner with AADAC and the gaming industry to develop and deliver responsible gaming programs.

4.3 In partnership with AADAC and the gaming industry, ensure Albertans are aware of prevention and treatment programs for problem gambling.

4.4 Work with post-secondary institutions, the gaming industry, stakeholders and other jurisdictions to identify research priorities related to gaming.

4.5 Conduct research into various aspects of gaming including player attitudes and behaviours, responsible gaming programs, and socio-economic analysis.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a Percentage of Albertans surveyed who are aware of prevention and treatment programs for problem gambling.	83%	85%	87%	90%

Core Business Three: The Alberta Lottery Fund benefits Alberta communities

GOAL FIVE **5**

Lottery Funds support volunteer, public and community-based initiatives

What it means Revenues from provincial lotteries are directed to the Alberta Lottery Fund and identified for use by specific volunteer groups, and for public and community-based initiatives. The AGLC is responsible for administration of the Alberta Lottery Fund and the Department of Gaming delivers various lottery funding programs.

Strategies

5.1 Allocate Alberta Lottery Fund proceeds according to government policy.

5.2 Provide Community Facility Enhancement Program matching grants to improve Alberta's community public-use facilities.

5.3 Support project-based initiatives through the Community Initiatives Program.

5.4 Provide grants from the First Nations Development Fund Grant Program to First Nations for economic, social and community development projects, education, health and infrastructure.

5.5 Fulfill government commitments to allocate gaming revenue to specific initiatives such as the Horse Racing and Breeding Renewal and Bingo Association grant programs.

5.6 Inform Albertans about the Alberta Lottery Fund and its support of volunteer groups, and public and community-based initiatives within their communities.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Percentage of Alberta Lottery Fund disbursements committed to supporting volunteer groups, and public and community-based initiatives.	100%	100%	100%	100%
5.b Percentage of Albertans who are satisfied with how the Alberta Lottery Fund is used.	70%	73%	75%	75%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Alberta's liquor industry operates with integrity and in a socially responsible manner	377	531	532	546	546	546
Alberta's gaming industry operates with integrity and in a socially responsible manner	2,305	2,663	2,667	2,693	2,693	2,693
The Alberta Lottery Fund benefits Alberta communities	1,267,319	1,208,322	1,367,509	1,306,995	1,322,211	1,243,154
MINISTRY EXPENSE	1,270,001	1,211,516	1,370,708	1,310,234	1,325,450	1,246,393

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Net Income from Commercial Operations						
Net Gaming and Lottery Revenue	1,259,692	1,201,533	1,290,719	1,300,155	1,315,371	1,236,314
Net Liquor and Related Revenue	566,691	559,961	569,961	570,752	581,217	592,325
Investment Income						
Lottery Fund Interest Revenue	6,485	6,000	6,000	6,000	6,000	6,000
Other Revenue						
Various	2,980	-	-	-	-	-
MINISTRY REVENUE	1,835,848	1,767,494	1,866,680	1,876,907	1,902,588	1,834,639
EXPENSE						
Program						
Ministry Support Services	1,508	2,126	2,132	2,186	2,186	2,186
Gaming Research	1,551	1,600	1,600	1,600	1,600	1,600
Lottery Funding Programs	192,552	165,390	239,390	197,841	242,841	242,841
Lottery Fund Payments to Other Ministries	1,074,390	1,042,400	1,127,586	1,108,607	1,078,823	999,766
MINISTRY EXPENSE	1,270,001	1,211,516	1,370,708	1,310,234	1,325,450	1,246,393
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	565,847	555,978	495,972	566,673	577,138	588,246

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	1,835,848	1,767,494	1,866,680	1,876,907	1,902,588	1,834,639
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	1,835,848	1,767,494	1,866,680	1,876,907	1,902,588	1,834,639
Ministry Expense	1,270,001	1,211,516	1,370,708	1,310,234	1,325,450	1,246,393
Inter-ministry consolidation adjustments	(1,074,390)	(1,042,400)	(1,127,586)	(1,108,607)	(1,078,823)	(999,766)
Consolidated Expense	**195,611**	**169,116**	**243,122**	**201,627**	**246,627**	**246,627**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	1,640,237	1,598,378	1,623,558	1,675,280	1,655,961	1,588,012

Government Services

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ty Lund

Ty Lund, *Minister of Government Services*
February 28, 2006

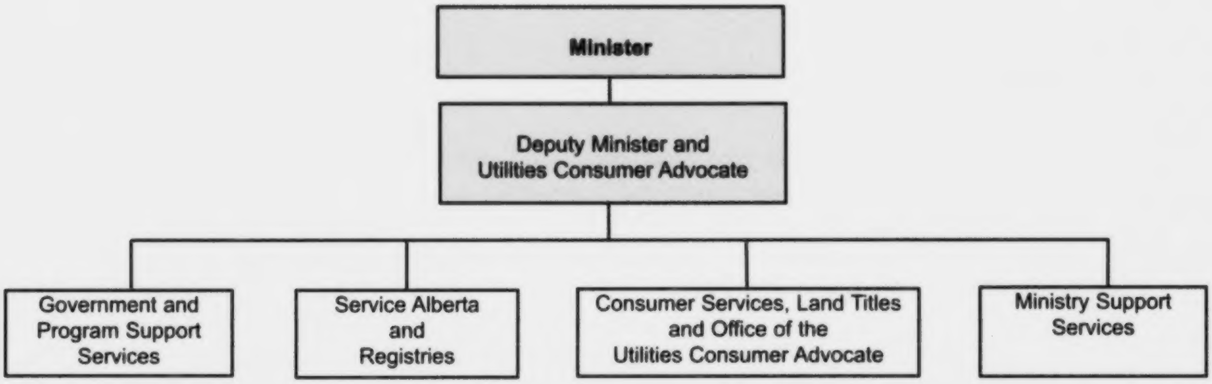
THE MINISTRY

Government Services provides a diverse range of services that touch the lives of Albertans on a daily basis. When Albertans register a car, buy a house, start a business or look for information about the province's consumer protection legislation, they are accessing some of the many services, products and information offered by the Ministry. In addition, the Ministry operates Service Alberta, which helps provide Albertans with access to quality information and services in a manner that best suits their schedule and lifestyle. The continued success of this initiative depends on the ongoing commitment of our Ministry partners as we collaborate to improve service delivery. Consumer education and protection programs developed and implemented by Government Services also ensure that Albertans can confidently conduct business transactions in a fair and ethical environment.

The interests and complaints of Alberta's retail energy consumers are addressed through the Office of the Utilities Consumer Advocate. The Advocate is part of the Ministry and brings consumer concerns to the attention of electricity and natural gas companies as well as the Alberta Energy and Utilities Board. The Utilities Consumer Advocate assists Albertans in knowledgeably responding to the restructured utility marketplace.

The Ministry also provides support and guidance on freedom of information and privacy legislation and on information management.

The organizational structure of Government Services supports the diversity of services provided to a host of clients that include Albertans, provincial and local public bodies and the business community:


Minister
Deputy Minister and Utilities Consumer Advocate
Government and Program Support Services
Service Alberta and Registries
Consumer Services, Land Titles and Office of the Utilities Consumer Advocate
Ministry Support Services

The Ministry works with four regulatory organizations that administer provincial legislation on its behalf in specific market sectors: Real Estate Council of Alberta, Alberta Funeral Services Regulatory Board, Alberta Motor Vehicle Industry Council and Credit Counselling Services of Alberta.

VISION

Albertans served with excellence and innovation.

MISSION

To serve Albertans by promoting a fair marketplace, maintaining secure registry programs, providing effective access to government information and services, and protecting privacy.

CLIENTS AND STAKEHOLDERS

Government Services' mission involves delivering a diverse range of services. While Government Services' primary external clients are Alberta consumers and businesses, the Ministry works closely with:

- Industry groups
- Non-profit organizations
- Law enforcement agencies
- Delegated regulatory organizations and other regulatory authorities
- A network of registry agents throughout Alberta
- Other external service providers
- Other government entities and jurisdictions across North America

As well, Government of Alberta ministries partner with Government Services to advance Service Alberta and access our advice and support in administering freedom of information and protection of privacy legislation and information and records management services.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

In fulfilling the mandate of its vision and mission, Government Services supports the broader goals of the Government of Alberta. The areas of opportunity most strongly supported by the Ministry include unleashing innovation and making Alberta the best place to live, work and visit. Through efforts to ensure consumer legislation remains current and relevant, Alberta businesses and consumers can be confident of a level and competitive playing field, while marketplace enforcement provisions deter unscrupulous businesses from preying on the vulnerable. The Utilities Consumer Advocate participates in natural gas and electricity market regulatory proceedings, facilitates the handling of complaints and co-ordinates consumer education about the restructured utilities industry. The Ministry contributes to Albertans' quality of life by enhancing access to government services, protecting interests in property and promoting security of personal information.

Government of Alberta Goal	Ministry Services
Goal 1: Alberta will have a diversified and prosperous economy. *Government of Alberta Strategic Opportunity: Unleashing Innovation.*	• Facilitating more than 17 million common business transactions each year for Albertans through registry services. • Promoting consumer confidence by continually reviewing and enforcing marketplace legislation to ensure it remains current and responsive to emerging issues.
Goal 8: Alberta will have a financially stable, open and accountable government. *Government of Alberta Strategic Opportunity: Making Alberta the best place to live, work and visit.*	• Contributing to the efficient and convenient delivery of government services to Albertans by Internet, telephone and in person. • Implementing the Government of Alberta Information Management Framework to effectively manage information and records, and mitigate the risk of inappropriate release of confidential information. • Providing support and advisory services to public bodies that are administering the *Freedom of Information and Protection of Privacy (FOIP) Act* and records management legislation. • Maintaining a competitive licensing and registration fee structure in support of the Alberta Advantage.
Goal 10: Alberta will be a fair and safe place to work, live and raise families. *Government of Alberta Strategic Opportunity: Making Alberta the best place to live, work and visit.*	• Developing a government-wide strategy to ensure personal information entrusted to government is managed to ensure its privacy and security. • Delivering effective consumer awareness and protection programs targeted at those who are most vulnerable. • Protecting Albertans' interests through the Utilities Consumer Advocate by ensuring electricity and natural gas consumer concerns are appropriately addressed at regulatory proceedings. • Maintaining the motor vehicles registry in support of the *Traffic Safety Act* and road safety initiatives. • Supporting private-sector privacy legislation that protects Albertans' personal information while enabling businesses to use information for reasonable purposes. • Reducing vehicle theft in Alberta by supporting the efforts of the Alberta Vehicle Theft Advisory Committee.
Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life. *Capital Plan*	• Promoting the safety of Alberta's roads and highways through the use of the motor vehicle registration system to support regulations, standards and enforcement.

The Ministry's programs and services and the information contained in its registries indirectly contribute to other Government of Alberta goals. For example, in support of Justice's Maintenance Enforcement Program, the Ministry restricts non-custodial parents from accessing registry services if they have refused to comply with child-support obligations.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Increasing demands for service continue to put pressure on operations given the thriving Alberta economy and advancing consumer sophistication and expectations. Opportunities exist in 2006-09 to apply resources and technology to improve service delivery in many areas of the Ministry. Key challenges expected to influence the Ministry in the coming years include:

Awareness: The desire to make Albertans more aware of the services offered by the Ministry will be a continuing challenge. Increasing client awareness will be a key focus, particularly with respect to the Utilities Consumer Advocate. The Ministry endeavours to ensure that Albertans' service delivery expectations are met through Service Alberta, especially in terms of how and when they want to access services. These access needs, however, must be carefully balanced with the need to ensure the security and integrity of information.

Security and Privacy: As personal information security and privacy breaches become more common in society, Albertans' expectations of government safeguarding their personal information increase. For this reason, the Government of Alberta has made Protecting People's Private Information one of its eight top priorities for 2006-09. Government Services will continue to play a leading role in developing policies and procedures to secure and protect the personal information of Albertans. The Ministry will continue to work with registry agents, outsourced service providers and law enforcement agencies to improve the security of systems, documents and handling processes. In addition, the Ministry will ensure that provincial privacy legislation is kept current and will remain vigilant that American legislation, such as the *USA Patriot Act*, does not have a negative impact on Albertans.

Registries Renewal: The renewal of the Ministry's existing systems for the Personal Property, Land Titles and Motor Vehicles registries continues to be a critical factor in positioning Government Services to meet growing demands for services and increased security needs.

Legislative Renewal: Government Services continues to be responsible for an extensive portfolio of legislation, consisting of at least 35 acts and 70 regulations that must be kept current and responsive to emerging issues. Some of the acts and regulations the Ministry is examining, in response to emerging issues, relate to the protection of personal information, real estate and fair trade.

GOVERNMENT SERVICES BUSINESS PLAN FRAMEWORK

Core Business One: Provide efficient and secure access to government programs and services.

GOAL 1 *Efficient licensing and registration services.*

GOAL 2 *Efficient and convenient access to government information and services.*

Core Business Two: Support a fair and effective marketplace in Alberta.

GOAL 3 *Informed consumers and businesses and a high standard of marketplace conduct.*

GOAL 4 *Effective advocacy of Albertans' interests in the restructured utilities market.*

Core Business Three: Provide strategic leadership in information management and access, and privacy protection.

GOAL 5 *Effective programs and services for information management, access to information and protection of privacy.*

STRATEGIC PRIORITIES 2006-09

The strategic priorities described below have been identified through the Ministry's review of environmental factors. These are in addition to the important ongoing core activities of the Ministry.

1. **Service Excellence**

   Linkage: All Goals

   Government Services is committed to maintaining service excellence. Increasing service demands are putting pressure on the Ministry's resources, and as a result the Ministry is increasing its capacity in its registries, particularly Land Titles. This will enable Government Services to meet increasing service demands and maintain service levels. In establishing, delivering and monitoring the performance of its programs, the Ministry has developed a tradition of service excellence that will continue to be a key focus.

   Background: Government Services constantly monitors service volumes of all its registry systems as well as the results from its various performance measurement systems. The objective is to respond in an effective and timely way to the needs of Albertans.

2. **Promote Effective Information Management**

   Linkage: All Goals

   Government Services will work collaboratively with Restructuring and Government Efficiency to implement the Information Management Framework for the Government of Alberta.

   Background: The Information Management Framework assists ministries in implementing standards, technical solutions and appropriate training for effectively managing information and records and mitigating risks regarding the release of information. Given the increasing reliance on electronic information, priority will be given to appropriate management of electronic records in keeping with the provisions of existing legislation and policies.

3. Ensure Security and Privacy of Information **Linkage: Goals 1 and 5**	Government Services will provide leadership for one of the government's key priorities of Protecting People's Private Information by developing a government-wide strategy to ensure the privacy and security of personal and other information entrusted to it. Background: The Ministry is responsible for administering legislation that protects Albertans' personal information in the custody or under the control of the Government of Alberta. The Ministry is enhancing its security mechanisms to further protect registry information.
4. Ensure a Fair, Competitive and Orderly Marketplace **Linkage: All Goals**	The Ministry will address emerging marketplace issues, such as mortgage fraud, identity theft and utility issues. Government Services will increase Albertans' awareness of issues, respond to their concerns, influence policy direction, offer advice and intervene in utility regulatory proceedings. Background: Through the Consumer Services Branch, Government Services supports a fair and effective marketplace by providing educational services to consumers and businesses, providing an appropriate regulatory framework for consumers and businesses, licensing and requiring security for regulated businesses, investigating consumer complaints and enforcing consumer protection legislation. The Office of the Utilities Consumer Advocate works to increase Albertans' awareness of utility issues, respond to their concerns, influence government and private-sector utility policies, participate in regulatory proceedings and offer advice on behalf of the small retail utility consumer.

SERVICE EXCELLENCE VALUES AND PRINCIPLES

Government Services employs a team of skilled, confident and capable staff who deliver quality services to our many clients. Staff are committed to the following core values and principles as they conduct their work and interact with clients:

- **Leading Edge Service Delivery:** Our continuous efforts to streamline processes and promote innovation result in leading edge service improvements that are possible only through capitalizing on the knowledge and skills of our highly dedicated staff. Partnerships and collaborations with other ministries, jurisdictions and private-sector organizations are critical to achieving effective and efficient service delivery. By leveraging the Ministry's investment in our large and complex information technology infrastructure, we will explore opportunities to improve access to programs and services, while enhancing security and privacy protection.

- **Client Driven:** By seeking input from our clients and stakeholders on service delivery and other decisions affecting their personal and business activities, we remain responsive to their needs. In addition, this feedback allows us to focus on continuous improvement, best practices and enhanced service delivery in areas of highest priority to our clients.

- **Accountability:** We meet our commitments and take responsibility for our decisions. We set standards for performance and measure results on a regular basis for services we deliver directly and those provided through our external partners.

- **Professionalism:** Our staff and partners are committed to service excellence and strive to provide timely and accurate information and services in an environment based on respect, honesty and integrity.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide efficient and secure access to government programs and services

Encompasses the innovative delivery of licensing and registry services, as well as improving Albertans' access to government information and services.

GOAL ONE 1 Efficient licensing and registration services

What it means This goal reflects our commitment to provide the following secure, accessible, accurate and competitively priced licensing and registry services to Albertans:

- Motor vehicles
- Land titles
- Charitable organizations
- Personal property
- Vital statistics
- Cemetery approvals
- Corporate registry
- Business licences
- Co-operatives and condominiums

Because of sustained increases in demand, the Ministry now processes more than 17 million transactions each year on behalf of Alberta consumers and businesses. This level of activity puts significant pressure on departmental resources and its information technology in sustaining secure and accurate registry information. The maintenance and timely renewal of registry systems is critical to ensuring the Ministry can continue to meet customer expectations and provide quality information and services through government offices, online access and a province-wide network of more than 220 private registry agents.

A comprehensive legislative and accountability framework is also important in supporting service delivery and ensuring the security and integrity of data and operational processes. To promote this integrity, resources are directed to ongoing security improvements as well as investigations of inappropriate access. Given the ever-changing business, social and technological environment, it is important that legislation remains current in meeting the needs of Albertans. As well, the Ministry must define service standards, evaluate performance and pursue continuous improvement initiatives for all delivery channels.

Strategies

1.1 Continue renewal of the registry systems to ensure business goals are supported effectively.

1.2 Provide support to traffic safety programs through education, advocacy, system changes and strategic policy review as required.

1.3 Undertake initiatives to validate and secure information held within the Ministry's registries.

1.4 Continue to implement enhanced compliance and accountability mechanisms that promote excellence in private agent service delivery.

1.5 Increase compliance audits on account holders who perform searches on the Motor Vehicles registry.

1.6 Investigate emerging issues such as fraud and identity theft. Participate in cross-jurisdictional and inter-ministry initiatives to address these issues and propose amendments to legislation, policies and procedures where appropriate.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Percentage of Ministry Call Centre clients surveyed (registry-related) who are "satisfied overall" with the quality of service received.	(2005-06) 82%	80%	80%	80%
1.b Percentage of customers surveyed who are "satisfied overall" with services provided by:				
Registry Agents	86%	85%	85%	85%
Land Titles	75%	80%	80%	80%
Registry On-line Services	85%	85%	85%	85%
1.c Comparison of Alberta's fees to other jurisdictions to:	Compared to National Average (2004-05)			
Renew registration on a Dodge Caravan	28% below	Remain competitive by maintaining fees below the national average		
Renew a driver's licence	30% below			
Register a $150,000 house with a $140,000 mortgage	82% below			
Collection agency licence	35% below			
Direct selling licence	15% below			

GOAL TWO 2 Efficient and convenient access to government information and services

What it means Service Alberta enables Albertans to access government information and services in a manner of their choice. Specific objectives are to provide Albertans with accessible, integrated and quality services from the Government of Alberta. Full implementation of Service Alberta will allow Albertans to more easily find and access the information and services they need. They will receive seamless, secure and consistent service across all delivery channels. Albertans' service needs and expectations will be addressed in a positive manner, based on choice, respect and timeliness.

Strategies

2.1 Collaborate with ministries to develop a business and service delivery model that will position Service Alberta to deliver more services on behalf of government.

2.2 Work with ministries to enhance the content and functionality of the Service Alberta website and the services offered through the Service Alberta Call Centre.

2.3 Implement initiatives – such as online renewal of licences for regulated businesses – to meet changing expectations for licensing and registration services.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Percentage of Albertans surveyed who are satisfied with access to Government of Alberta services and information.	79%	80%	83%	85%
2.b Percentage of Albertans surveyed who are satisfied with the timeliness of Government of Alberta services and information.	69%	72%	76%	80%
2.c Percentage of Albertans who are satisfied using the Service Alberta Call Centre to access and obtain government information.	99%	98%	98%	98%

Core Business Two: Support a Fair and Effective Marketplace in Alberta

Includes education and enforcement to support fair business practices and ensures Albertans' interests are represented in the restructured utilities market.

GOAL THREE 3 Informed consumers and businesses and a high standard of marketplace conduct

What it means An effective legislative framework is essential in supporting a dynamic and growing marketplace in Alberta. Strong legislation such as the *Fair Trading Act* coupled with comprehensive business licensing requirements contribute to a prosperous economy where consumers and businesses can be confident they are conducting business transactions in a fair environment. Government Services also monitors and supports regulatory organizations that administer vital consumer legislation in key industries (Real Estate Council of Alberta, Alberta Funeral Services Regulatory Board, Alberta Motor Vehicle Industry Council and Credit Counselling Services of Alberta).

Marketplace awareness initiatives are targeted to both buyers and sellers with a focus on informing them of their rights and obligations and empowering them to help themselves. Various educational materials are provided in plain language including tipsheets and news releases that alert the public to inappropriate business conduct and/or fraud. As well, the Ministry's call centre responds to inquiries and complaints. These activities empower consumers to gain a better understanding of their rights and the assistance available to resolve issues.

Business trends and marketplace practices are reviewed proactively through research and monitoring of complaints and inquiries to ensure legislation stays abreast of emerging issues. A targeted investigative strategy is employed to focus on the most serious violations including deceptive marketing practices and offences against vulnerable consumer groups such as seniors and youths. In addition, periodic inspections of regulated businesses and trust accounts are conducted.

Strategies

3.1 Develop and/or modernize consumer legislation – such as the *Cemeteries Act*, *Real Estate Act* and regulations under the *Fair Trading Act* – to address marketplace issues, promote cross-jurisdictional harmonization and improve consumer protection.

3.2 Capitalize on provincial, national and international partnerships to undertake co-operative enforcement and to enhance awareness of consumer protection initiatives.

3.3 Develop the most efficient structure for the Funeral Services Regulatory Board and the most appropriate method of regulating Alberta's home inspection industry in order to enhance consumer protection.

3.4 Implement innovative consumer awareness initiatives that promote ethical business practices and enable consumers to make informed and responsible decisions. Initiatives include exploring the feasibility of translating tipsheets into various languages, developing an identity theft DVD and targeting consumer resources for youths.

3.5 Pilot an alternative dispute resolution system to handle landlord and tenant disputes without resorting to the courts.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of Ministry Call Centre clients surveyed (consumer-related) who are "satisfied overall" with the quality of service received.	81% (2005-06)	80%	80%	80%
3.b Percentage of clients surveyed who are likely to recommend investigative services to a friend.	84% (2004-05)	85%	85%	85%
3.c Percentage of clients surveyed who are satisfied with the quality of tipsheet information.	87% (2005-06)	80%	80%	80%

GOAL FOUR 4 Effective advocacy of Albertans' interests in the restructured utilities market

What it means The Office of the Utilities Consumer Advocate (UCA) represents the interests of the small retail consumer (i.e., residential, farm and small commercial) in Alberta's restructured utility markets. The UCA, in co-operation with other consumer groups, ensures that the interests of Alberta consumers are effectively represented in regulatory proceedings. The UCA will hear and act on complaints from Albertans regarding utilities concerns. Key responsibilities are to provide information and promote understanding of the restructured electricity and natural gas markets. The UCA works with the Utilities Consumer Advisory Council to seek input/feedback on the needs and expectations of Albertans. This enables the UCA to represent Albertans while working toward improvements in the regulatory process and service delivery.

Strategies

4.1 Improve the representation of consumers at regulatory hearings using witness panels and more active participation in interventions by the UCA.

4.2 Implement a program to build consumer understanding of their options in the restructured electricity and natural gas markets and increase awareness of the services of the UCA.

4.3 Mediate the resolution of consumer concerns with utility companies in a timely and fair manner.

4.4 Challenge and encourage utility service providers, government departments and regulatory agencies to affect improvements in the utility marketplace based on feedback from consumer groups and the Advisory Council.

4.5 Through co-operation with other consumer organizations, influence improvements in the regulatory process (e.g., develop a uniform system of accounts for electric utility companies to aid in interpreting their financial records and establish minimum filing standards).

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
4.a Percentage of Albertans surveyed aware of the role/services provided by the Utilities Consumer Advocate.	31%	40%	50%	50%
4.b Percentage of contact centre customers surveyed "satisfied overall" with services received.	52%	60%	60%	60%

Core Business Three: Provide strategic leadership in information management and access, and privacy protection

Improves Albertans' access to government information while ensuring their privacy is protected.

GOAL FIVE 5 Effective programs and services for information management, access to information and protection of privacy

What it means Government Services guides ministries in delivering their programs by providing a corporate framework for information management, access to information and protection of privacy.

Specifically, the Ministry strives to ensure that access and privacy legislation is effective and that support is provided to Government of Alberta entities, local public bodies and private-sector organizations that administer the legislation. These activities help protect Albertans' privacy and ensure they have appropriate access to information.

Other core information management services include administering the Records Management Regulation and approving the Ministry's records retention and disposition schedules through the Alberta Records Management Committee. As well, effective information management is promoted through the provision of advice, information resources and training.

Strategies

5.1 Provide technical support to the special committee of the Legislative Assembly charged with reviewing the *Personal Information Protection Act*.

5.2 Work with other jurisdictions on the legislated federal review of the *Personal Information Protection and Electronic Documents Act* to foster harmonization of private sector privacy rules.

5.3 By working with the Provincial Archives of Alberta, develop a comprehensive digital preservation strategy to address the permanent retention of information.

5.4 Provide leadership through the development of best practices and educational tools for Protecting People's Private Information.

5.5 Collaborate with Restructuring and Government Efficiency to implement the government Information Management Framework, which will require the introduction of new technologies to foster the management of electronic information and the development of standards and best practices.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
5.a Percentage of *Freedom of Information and Protection of Privacy Act* requests completed by government public bodies within 60 days or less.	94%	90%+	90%+	90%+
5.b Percentage of *Freedom of Information and Protection of Privacy Act* requests handled without complaint to the Information and Privacy Commissioner.	95%	90%+	90%+	90%+

MINISTRY SUPPORT ACTIVITIES

In order to optimize the Ministry's performance, staff engage in the following support activities:

- Optimize technology infrastructure; participate in information technology development; align with and contribute to Government of Alberta information and communication standards and initiatives.
- Maintain and test business continuity plans to ensure the Ministry is able to provide critical services within a reasonable amount of time in the event of an emergency or disaster.
- Guide/support the development and review of legislation for the Ministry.
- Promote accurate and timely communication with the public, media, stakeholders and clients.
- Provide expertise and leadership in planning, research, contract and financial management, administration, risk and information/records management, as well as *Freedom of Information and Protection of Privacy Act* support to the Ministry.
- Establish and implement human resource strategies and initiatives aligned with the Ministry's business plan and the Corporate Human Resource Plan (e.g., employee well-being and professional development, recognition and succession planning).
- Provide legal advice and guidance in support of Ministry programs and services.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Provide Efficient and Secure Access to Government Programs and Services:						
Licensing and Registration	60,659	69,973	69,017	76,525	78,155	80,152
Service Alberta	2,129	2,237	2,613	2,355	2,356	2,357
Support a Fair and Effective Market Place in Alberta:						
Consumer Services	8,805	9,612	9,568	10,029	10,288	10,312
Utilities Consumer Advocate	2,659	4,842	4,810	6,717	6,934	6,908
Provide Strategic Leadership in Information Management and Access, and Privacy Protection	2,176	2,992	3,047	3,273	3,288	3,292
MINISTRY EXPENSE	76,428	89,656	89,055	98,899	101,021	103,021

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Premiums, Fees and Licences						
Motor Vehicle Licences	285,068	290,810	297,678	305,120	312,748	320,567
Land Titles	47,250	49,876	53,625	54,111	56,886	59,808
Other Fees and Licences	15,532	15,662	17,132	17,560	18,210	18,539
Other Revenue						
Utilities Consumer Advocate	2,457	4,612	4,612	6,474	6,691	6,665
Other Miscellaneous Revenue	366	121	141	128	127	126
MINISTRY REVENUE	350,673	361,081	373,188	383,393	394,662	405,705
EXPENSE						
Program						
Ministry Support Services	4,910	5,191	5,011	5,481	5,481	5,481
Consumer Services and Land Titles	18,045	19,971	19,699	21,210	21,577	21,619
Service Alberta and Registries	22,146	25,345	25,151	28,812	28,806	28,796
Government and Program Support Services	3,076	3,944	3,922	4,512	4,536	4,543
Strategic Information Technology Services	25,473	30,504	30,159	32,246	33,766	35,753
Utilities Consumer Advocate	2,423	4,582	4,582	6,444	6,661	6,635
Statutory Programs and Valuation Adjustments	355	119	531	194	194	194
MINISTRY EXPENSE	76,428	89,656	89,055	98,899	101,021	103,021
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	274,245	271,425	284,133	284,494	293,641	302,684

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	350,673	361,081	373,188	383,393	394,662	405,705
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	350,673	361,081	373,188	383,393	394,662	405,705
Ministry Expense	76,428	89,656	89,055	98,899	101,021	103,021
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**76,428**	**89,656**	**89,055**	**98,899**	**101,021**	**103,021**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	274,245	271,425	284,133	284,494	293,641	302,684

Health and Wellness

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Iris Evans, *Minister of Health and Wellness*
March 1, 2006

THE MINISTRY

The Ministry is comprised of the Department of Health and Wellness and the Alberta Alcohol and Drug Abuse Commission (AADAC). This business plan sets out strategic changes, improvements and activities for both components of the Ministry in the three years ahead. The Ministry business plan guides the department operational plans. Supplementary information on AADAC's business plan is in the appendix. This business plan is also a framework for development of three-year health plans and one-year business plans by health authorities.

Financial information is consolidated in the attached Ministry Statement of Operations. A summary of progress on this business plan will be reported in the 2006-07 Annual Report for Alberta Health and Wellness. A more detailed description of Alberta's health system can be found on our website at: **www.health.gov.ab.ca/**.

VISION

Albertans are healthy and live, work and play in a healthy environment.

MISSION

Provide leadership and work collaboratively with partners to help Albertans be healthy and respond to opportunities and change.

Support individuals, families and service providers in making the best decisions about their health.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Health and Wellness business plan is aligned with and supports the "Making Alberta the Best Place to Live, Work and Visit," strategic opportunity of the Government of Alberta 20-year strategic plan. The Health and Wellness business plan links to the government business plan through:

- Albertans will be healthy (goal 5).
- Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life (goal 14).

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Government of Alberta regards the health and well being of Albertans as the most important resource for the future. The Alberta government is committed to working towards providing Albertans with the best and most responsive public health system in Canada. Alberta is embarking on a Third Way in health care delivery to improve quality and access and to increase choice. This made-in-Alberta approach to health care renewal focuses on evolving our health system by unleashing innovation, challenging the status quo and charting a new course. The Third Way is an evolving process with initiatives and innovations created at local, regional and provincial levels and by all service providers.

On July 12, 2005, the government unveiled a package of thirteen renewal initiatives called "Getting on with better health care". These initiatives include innovations in priority areas such as access, continuing care, wellness, mental health, primary care, children's health, pharmaceuticals, electronic health records and rural health.

Challenges	Opportunities
Population Growth and Changing Demographics: Currently 10 per cent of Alberta's population is 65 years of age and over and this percentage is expected to increase to 13 per cent by 2016 and 20 per cent by 2030. Alberta has one of the youngest populations in Canada. Yet, the effect of aging contributes approximately 1 per cent to annual health expenditure growth, but the larger cost driver is the expansion of services provided to seniors. Additionally, Alberta's population is shifting from rural to urban centres and the province has one of the highest population growth rates of approximately 1.5 per cent per year.	**Foresight and Innovation:** Demographic shifts are predictable and we are preparing for the needs of the future while addressing the needs of today. Through innovative technology such as Telehealth and the Critical Care Line we are better able to meet the needs of rural and remote communities. Alberta's excellent health care contributes to our longer life expectancy. We have an opportunity to implement a variety of innovative care options for frail elderly and fragile people in collaboration with government ministries, health authorities and other stakeholders that will benefit Albertans over the next 20 years.

Challenges	Opportunities
Emerging Technologies and Pharmaceuticals: Technological change is a major cost escalator in Canada's health systems accounting for an estimated one quarter of health expenditure growth. Promising results from clinical trials into new drugs creates expectations of public funding.	**Collaboration:** We will work with health authorities, health care providers, and federal, provincial and territorial colleagues to support a consistent, evidence-based approach for the evaluation of technology and pharmaceuticals. This approach will consider clinical benefits, cost effectiveness and ongoing benefits to patients and the health care system. The role of government is to evaluate new emerging technologies and pharmaceuticals and ultimately decide which of these will be publicly funded. We will also explore and evaluate the extent of drug insurance coverage, including pharmacare, to ensure all Albertans have access to quality pharmaceutical services.
Workforce Shortages: A quality health system requires an adequate supply of competent and progressive health care workers. The workforce is aging, with 20 per cent of Registered Nurses over the age of 50. In addition, the work environment is continually changing and workers need to continually acquire new skills. Recent medical graduates and female physicians are demanding greater work / life balance and are working fewer hours than physicians did in the past, which increases the number of physicians needed to serve Alberta's population. New medical graduates are choosing to specialize instead of entering family practice which is contributing to a shortage of primary care physicians. Rural communities continue to face difficulties in attracting and retaining an adequate supply of physicians and other health workers.	**Partnerships:** Continue to work with post-secondary institutions, the health authorities and professional associations on plans and initiatives to educate, recruit, remunerate and retain the needed health workforce. Primary care initiatives are providing new incentives for family physicians and giving them an opportunity to work in multi-disciplinary teams. New regulations under the *Health Professions Act* will allow allied health professions to work to their full scope of practice. Work with stakeholders to address workforce issues through the rural physician action plan. The plan seeks to train and attract physicians to serve rural Alberta.
Quality of Health Services: Quality improvement and patient needs are a matter of concern to local, regional and provincial health system leaders. Safeguards and mechanisms to anticipate and prevent adverse events such as medication and technical errors must be strengthened.	**Culture of Quality:** Develop supportive, organizational, professional and legal environments to encourage the reporting of adverse events and the prompt implementation of corrective action. The rapid and accurate transmission of health information is part of the answer and tools such as the Alberta Electronic Health Record can improve the quality and safety of patient care.

Challenges	Opportunities
Health Spending: Health spending balanced with an accessible quality health care system. Health care spending has been increasing 2-3 times faster than the provincial real GDP growth rate.	**Accountable Spending:** Achieving health system sustainability requires cooperation and compromise on the part of governing authorities' system managers, professional associations and bargaining units. By leveraging the unique contributions of various partners, by ensuring the best use of Alberta's knowledge and intellectual capital, and by developing innovative ways of delivering services, we will gradually bring health expenditures in line with anticipated funding.
Public Health Risk: The capacity to deal with known (e.g., SARS, West Nile virus) and unknown emergent public health risks (e.g., pandemic influenza).	**System Readiness and Flexibility:** Enhance capacity to respond to public health risks through planned collaboration with health authorities, providers and federal, provincial, territorial and municipal governments.
Aboriginal Health: Alberta's growing Aboriginal population has a variety of health challenges. Delivery of health services to remote or isolated Aboriginal communities is a challenge as is the provision of culturally appropriate services within the health care system.	**Investment:** Continue to implement and expand strategies to improve Aboriginal health services in collaboration with Aboriginal leaders, health authorities, service providers, and provincial and federal governments.
Mental Health: One in five Canadians is affected by mental illness during their lifetime. The overall prevalence of mental illness in Canadian children and adolescents at any given point in time is about 15 per cent. Mental illness can have a significant economic impact on individuals, their families, the health care system as well as the workplace and broader social system.	**Collaboration:** Collaborate with health authorities, service providers, and ministries to support regional implementation of the Provincial Mental Health Plan. The Mental Health Innovation Fund will improve mental health services in the province and improve patient access. Partners are addressing gaps in child and adolescent mental health services. Support the inter-departmental family violence prevention initiatives.
Addiction: Addictions affect all Albertans. Alcohol is the most frequently used drug in Alberta, and it is the drug most commonly associated with acute and chronic health and social problems. However, multiple drug use, new or unfamiliar drugs and increased gambling opportunities are of concern, particularly among youth.	**Investment and Collaboration:** Continue to provide province-wide addiction services for Albertans. AADAC will lead the collaborative implementation of the Alberta Drug Strategy, enhance provincial adolescent treatment services, and continue to partner with stakeholders to enhance services to those with addiction and mental health problems.
Child and Youth Health: Previously, chronic diseases were primarily evident only in adult populations, but the incidence in child and youth populations is rapidly increasing, along with the associated costs to Albertans. Children who have health issues are more likely to struggle with the same issues when they become adults.	**Prevention:** Addressing the health problems of the younger generation constitutes a sound investment for the future. New government programs will address unhealthy body weight, developmental problems, sexually transmitted infections and tobacco use. Another priority includes finding ways to limit children's access to sexual and violent content on the internet.

STRATEGIC PRIORITIES 2006-09

The Ministry's strategic priorities for the next three years have been identified. These priorities are in addition to the important ongoing core activities of the Ministry.

1. Better health care – the Third Way

Linkage: Goals 1, 2, 3, 4, 5 and 6

Alberta is embarking on a Third Way in health care delivery to improve quality and access and to increase choice. In fostering new ideas and approaches, we are encouraging everyone to look for practical ways to make services more efficient, responsive and accessible to those who need them. The following actions identify innovative new approaches for the delivery of health services:

Goal 6

Health policy – We need an overall health policy that focuses on wellness and personal responsibility, defines what services are included in the publicly-funded health system, guides our decisions and sets clear priorities.

Goal 3

Access and efficiency – While people get immediate care when there is an emergency, this may not be the case for non-emergency situations. Work to streamline the processes, get rid of bottlenecks and speed up access to important health services is underway.

Goal 1, 2 and 3

Wellness and injury prevention – Encourage Albertans to take greater personal responsibility for their own health and wellness. By choosing healthier lifestyles, Albertans will be able to prevent or delay the onset of chronic conditions. Healthy eating and active living, combined with decisions that reduce personal health risks, will improve quality of life and long-term health outcomes and decrease demands on the health system. Immunization is one of the most cost effective medical interventions to prevent diseases. Strategies to improve immunization rates in Alberta are necessary to eliminate/reduce vaccine preventable diseases in our province.

Goal 1 and 2

Children's health – It makes good sense to make children's health a top priority. We need to take action to improve the health of all children and especially those who are at risk – whether those risks involve violence in their communities, homes or schools, exposure to drugs and alcohol, unhealthy lifestyles, or not being immunized against common childhood diseases. Specific action will be taken to respond to the risks and harm associated with crystal methamphetamine abuse.

Goal 3

Access to mental health services – One in five Albertans will be affected by mental illness during their lifetimes. The nine regional health authorities are developing their own plans based on the Provincial Mental Health Plan. Commencing with the 2006-09 planning and reporting cycle, health regions will provide specific information about mental health performance and outcomes.

Goal 6

Electronic Health Record–Alberta Netcare – The Alberta Netcare system is absolutely essential for moving ahead on a whole range of initiatives in the health system that will result in better care, better decisions and safer health services. For Albertans, it means an end to repeat tests and the security that when they have a health problem, the people who are treating them have access to a complete picture of their health.

Goal 4	**Primary health care** – A comprehensive, coordinated approach to primary health care that is available 24 hours a day, seven days a week. Multi-disciplinary team delivery ensures Albertans get the right provider and the right services at the right time.
Goal 6	**Legislation and regulations** – Legislation and regulation changes need to be made to expand choices for Albertans and remove barriers that stand in the way of further innovation.
Goal 6	**Prescription drug costs and coverage** – Drug costs are the fastest growing part of the health care budget. We need to look at how we are going to pay the bill for drugs now and in the future. At the same time, current government drug plans only cover about 18 per cent of Albertans including seniors, children and people with lower incomes. Most Albertans get their prescription drugs covered through private insurance plans, but about 27 per cent of Albertans have no coverage at all.
Goal 5	**Continuing care quality** – The emphasis for continuing care, both long-term care and home care, will be on quality of service. Albertans expect their parents and grandparents will be well cared for in places where they are respected and treated with dignity. In the longer term we also need to look at new approaches for paying for long-term care including insurance programs or savings plans where people could invest now.
Goal 4	**Health care providers** – The provision of health care requires a well-trained and well-motivated workforce of an appropriate size and mix. Compensation of the health workforce (including physicians) accounts for approximately 70 per cent of health system expenditures. Consequently, health workforce strategic and operational planning is critically important to the long-term sustainability of the Alberta health care system.
Goal 3	**Rural communities** – Access to health care is a critical issue in rural communities and they face special challenges in being able to provide the range of health care services people need and expect. The provincial government's Rural Development Strategy identifies health care as one of the fundamental pillars that must be addressed in order to preserve and sustain rural communities.
Goal 6	**Supplementary health insurance** – Conduct research and consult with experts on insurance programs for continuing care, prescription drugs and other non-emergency health services. Supplementary health insurance would not be required to cover any medical emergencies or medically necessary health services.
Goal 1	**Improving Alberta's Health System–The Third Way** – Enhance the sustainability of the health system now and in the future by strengthening policy integration and collaboration across ministries. The Ministry will lead this initiative, which is one of the eight Top Priorities of the three-year government business plan. Actions taken will include: • Child and youth wellness strategy • Common pharmaceutical framework • Continuing care strategy • Insurance program for continuing care, prescription drugs and other non-emergency health services.

2. Strengthen public health risk management capabilities.

Linkage: Goal 2

Albertans want to know that their health system is prepared and able to protect them from risks to their health. Recent events such as the outbreak of avian influenza, SARS and West Nile virus as well as a potential pandemic have reinforced the importance of strong public health programs. Albertans are partners in this effort. Key strategies for managing public health risks include:

Goal 2

Protect Albertans against communicable diseases – Strengthen and restructure system capacity to respond to public health issues and risks. Create a communications partnership with other ministries, municipalities, agencies, associations (e.g., Alberta Urban Municipalities Association, Alberta Association of Municipal Districts and Counties) and other stakeholders to ensure Albertans get timely information on how to protect themselves against all communicable diseases in case of a catastrophic event such as pandemic influenza.

Goal 2

Protect Albertans from environmental health risks – Protect Albertans from health risks in the environment through education, regulatory enforcement and partnership with other agencies.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Advocate and educate for healthy living

GOAL ONE 1

Albertans make choices for healthier lifestyles

What it means The health and wellness of Albertans is influenced by genetic factors, early childhood development, education, employment status, the environment and personal decisions about lifestyle behaviours. The Ministry provides health information to Albertans to promote healthy lifestyle and quality of life choices.

Strategies

1.1 Support Albertans in making healthy lifestyle choices through information services like healthyalberta.com.

1.2 Collaborate with community stakeholders to strengthen the ability of individuals and communities to increase healthy behaviours and reduce the risk of disease, illness and injury.

1.3 Provide health and lifestyle information to help people make healthy choices to reduce the risk of disease and injury (e.g., Fetal Alcohol Spectrum Disorder, obesity, sexually transmitted infections, HIV).

1.4 Ensure that addiction information, prevention and treatment services are available province-wide.

1.5 Work with other ministries to target strategic health and wellness initiatives that address the health needs of children, youth, seniors, Aboriginal communities and Albertans with disabilities or who are disadvantaged.

Performance Measures		Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09	2012
1.a	**Self-reported health status:** Per cent of Albertans reporting they are in "excellent, very good, or good" health					
	18-64	89 (2005)	90	90	90	
	65+	78 (2005)	80	80	80	
1.b	**Life Expectancy** at birth: (in years)					
	Male	77.5 (2003)	78.0	78.0	78.0	
	Female	82.3 (2003)	83.0	83.0	83.0	
1.c	**HIV Rates:** Age adjusted rate of newly reported HIV cases (per 100,000 population)	5.4 (2004)	5.5	5.6	5.5	
1.d	**STI Rates:** Age adjusted rate of newly reported sexually transmitted infections (per 100,000 population)					
	Syphilis	2.3 (2004)	4.0	4.5	4.3	
	Gonorrhea	43.3 (2004)	50	70	60	
	Chlamydia	261 (2004)	280	300	290	
1.e	**Birth Weight:** Per cent of low birth weight babies	6.2 (2000-02)	6.0	5.9	5.8	5.5
1.f	**Exercise:** Per cent of Albertans age 12 and over who are "active" or "moderately active"	56 (2003)	60	65	70	80
1.g	**Healthy Diet:** Per cent of Albertans age 12 and over who eat at least 5 servings of fruit and vegetables each day	39.1 (2003)	40	42	45	50
1.h	**Healthy Weight:** Per cent of Albertans age 18 and over with "acceptable" body mass index (BMI)	47 (2003)	50	51	52	55
1.i	**Diabetes:** Number of new cases of type 2 diabetes (per 1,000 population at risk)					
	General population	4.5 (2001)	4.3	4.3	4.2	4.1
	First Nations population	9.0 (2001)	8.7	8.7	8.6	8.5
1.j	**Alcohol Consumption:** Per cent of Alberta women who consumed alcohol during pregnancy	4.0 (2002)	3.5	3.2	3.0	0

Notes:

1.a	Self-reported health status is a good indicator of the health and well-being of Albertans. How people rate their own health is affected by a variety of factors including chronic disease, disability, temporary illness and mental health.
1.b	Life expectancy at birth indicates how long a newborn would be expected to live if health and living conditions remain unchanged. It reflects an equitable distribution of wealth in the population, good nutrition, education and environmental conditions.
1.c-1.d	Due to the rising rate of all STIs, a further rise is anticipated in both STI and HIV, potentially peaking in 2007 and then declining. These increasing rates are similar nationally and internationally. The targets represent a slowing in the rate of increase.
1.e	A low birth weight is 2500 grams or less. Low birth weight babies are more likely to have birth related complications, disabilities and other health problems. They are also at a greater risk of having developmental delays and health problems.
1.f-1.i	Chronic diseases such as cancer and diabetes are leading causes of death in Alberta, and the greatest drain on our health care resources. The most common chronic diseases are linked by a few risk factors: unhealthy diets, lack of exercise, tobacco use and substance abuse. If we can make healthier choices we can move closer to the vision of Albertans are healthy and live, work and play in a healthy environment. The 2012 targets are from the Framework for a Healthy Alberta.
1.h	An "acceptable" BMI falls in the normal weight range. There are four categories of BMI ranges in the Canadian weight classification system. They are: underweight (BMIs less than 18.5); normal weight (BMIs 18.5 to 24.9); overweight (BMIs 25 to 29.9), and obese (BMI 30 and over). Most adults with a high BMI (overweight or obese) have a high percentage of body fat. Extra body fat is associated with increased risk of health problems such as diabetes, heart disease, high blood pressure and some cancers.
1.j	Consuming alcohol during pregnancy can result in fetal alcohol spectrum disorder (FASD). A baby born with FASD can have serious handicaps and therefore could require a lifetime of special care. Alberta's goal is to have zero per cent of women consume alcohol during pregnancy by 2012.

GOAL TWO 2

Albertans' health is protected

What it means The Ministry monitors the health system and provides leadership and planning for prevention services delivered through health authorities and other partners. As public health issues such as avian influenza gain attention worldwide, Albertans need to know their health system is ready and able to protect them. The Ministry provides support and leadership in the development of the overall provincial response and emergency plans to deal with outbreaks and health threats. These services help to protect Albertans from disease and injury.

Strategies

2.1 Reduce suicide and the risk of serious injury through education and targeted interventions in collaboration with other agencies. Work with AADAC, Children's Services, and Solicitor General and Public Security to reduce the number of youth suicides.

2.2 Protect Albertans against communicable diseases by strengthening the health system's capacity to prevent, be prepared for and respond to public health risks such as vaccine-preventable diseases, emerging threats like avian influenza and increases in sexually transmitted infections.

2.3 Protect Albertans from environmental health risks transmitted via air, water, food and physical environments through education, environmental and air quality monitoring, regulatory compliance and enforcement in partnership with other ministries.

2.4 Develop networks and initiatives that improve access to disease screening and prevention services such as the Alberta Stroke Network.

2.5 Work with other ministries on the Water for Life Strategy to ensure safe and secure drinking water for Albertans.

2.6 Develop a provincial immunization strategy that would lead to improved immunization rates among Albertans.

2.7 Conduct health surveillance; assess and report on health trends in selected health priority areas (e.g., a reproductive health report, a West Nile Virus report, an updated children's health status report, and an injury report).

2.8 Work with other ministries to reduce the transmission of infection in the provision of health care and other community services (e.g., day cares).

2.9 Utilize funding from the Alberta Cancer Prevention Legacy Fund to put Alberta at the forefront of cancer prevention, screening and research.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a **Mortality Rates:** (per 100,000 population)				
Land Transport Accidents	12.2 (2003)	12.0	12.0	12.0
Suicide	13.9 (2003)	13.9	13.7	13.5
2.b **Childhood immunization coverage rates: (per cent by 2 yrs of age):**				
Diphtheria, tetanus, pertussis, polio, Hib	78 (2003)	88	93	97*
Measles, mumps, rubella	90 (2003)	93	96	98
2.c **Influenza vaccination:** Per cent who have received the recommended annual influenza (flu) vaccine				
Seniors	69 (2004-05)	70	72	75
Children 6-24 months old	40 (2004-05)	45	50	60
2.d **Screening rate for breast cancer:** Per cent of women age 50-69 receiving screening mammography every two years (excludes mammograms done for diagnostic purposes)	52.4 (2003)	60	62	62

Notes:

2.a Raise awareness of the significant burden motor vehicle collisions and suicide have on society and assure Albertans that actions will be taken to impact these behaviours. Along with Infrastructure and Transportation and the RCMP, the Ministry funds and supports the work of the Alberta Occupant Restraint Program through the Alberta Centre for Injury Control and Research.

2.b Providing immunizations for childhood vaccine-preventable diseases is a major activity of the public health system. Immunizations protect children and adults from a number of vaccine-preventable diseases, some of which can be fatal or produce permanent disabilities. A high rate of coverage is needed to protect the entire community from outbreaks of these diseases. Immunizations also provide the parents of young children with the opportunity to obtain other needed health information and advice during clinic visits.

* Long-term target is 97 per cent (by 2009) as outlined in the Alberta Immunization Manual, 2001 in accordance with national standards.

2.c Influenza has a significant seasonal impact on the health of Albertans and tends to be most severe among children 6 to 24 months of age, older Albertans, residents of long-term care facilities and those with certain chronic conditions. Illness and death from influenza is more likely in these populations, which affects acute care hospitals and emergency departments.

2.d Education and screening reduces the rate of breast cancer among women from 50-69 years of age. The screening rate is an appropriate indicator of the effectiveness of the health system to detect cancer as soon as possible.

New Performance Measure under development: The Alberta Cancer Board will be developing a screening program and measure for colorectal cancer. There are no data collected on a provincial basis at this time.

Core Business Two: Provide quality health and wellness services

GOAL THREE 3

Improved access to health services

What it means Albertans expect health services will be accessible where and when they are needed. Working with health authorities and service providers, federal and provincial governments, Health and Wellness sets access standards for the health system. Improved access includes waiting time and geographic access standards and options in health services. These standards and their targets are as interconnected as the health system itself, and each target affects other health services.

Strategies

3.1 Provide for continuing care services that allow Albertans to "age-in-place" in their homes and communities:

- work with regions to coordinate access to continuing care services for facility living, supportive living and home living;
- consolidate and modernize continuing care policy and regulations;
- collaborate with the Ministry of Seniors and Community Supports to address barriers/access to continuum of care and encourage innovation;
- expand community-based and home care services to enable individuals to remain in their communities as long as possible; and
- develop a new approach to paying for long-term care.

3.2 Find innovative and culturally appropriate ways to improve access to health services for all Albertans, especially populations who have not taken advantage of health services in the past.

3.3 Work with the Alberta Mental Health Board, regional health authorities and other partners to support their community-based implementation of the Provincial Mental Health Plan.

3.4 Continue to launch pilot projects to remove inefficiencies and speed up access to prostate cancer care, children's mental health and cataract surgery.

3.5 Begin implementation of Rural Development Strategy initiatives focused on health care in rural communities.

3.6 Improve Albertans' access to primary health care by changing how these services are organized, funded and delivered (e.g., Primary Care Networks, Academic and Non-Academic Alternate Relationship Plans, Telehealth, new models for delivery of primary health care services).

3.7 In partnership with health authorities and other ministries, develop and implement long-term capital plans to ensure Albertans have access to appropriate facilities and services.

Performance Measures	**Last Actual (year)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
3.a **Wait Times:** Regional Health Authority achievement of wait time goals in weeks based on clinical urgency:*	90th percentile	90th percentile	90th percentile	90th percentile
Hip replacement surgery	54 (June 2005)	40	30	20
Knee replacement surgery	66.4 (June 2005)	50	30	20
Heart Surgery (CABG)	8.7 (June 2005)	8	7	6
MRI	16.7 (June 2005)	16	14	12
3.b **Number waiting for long-term care facility placement:**				
In acute hospital	268 (March 2005)	255	242	230
Urgent in community	272 (March 2005)	245	233	221
3.c **Per cent of Albertans who have used Health Link Alberta**	23 (2004)	27	28	28

Notes:

3.a-3.b Providing reasonable access to needed health service is a major objective and a defining attribute of the publicly funded health system. Longer waits affect health status and quality of life and result in more costly health services. Albertans requiring emergency surgery are not placed on wait lists.

* Data obtained from the Alberta Waitlist Registry. Excludes emergency surgical patients. Targets are set for the 90th percentile as it best represents the actual waiting experience of Albertans requiring these services. 90th percentile means 90 per cent of patients waited that long or less.

3.c Health Link Alberta is a 24 hours a day, seven days a week service which provides Albertans with access to general health and service information from a registered nurse.

New Performance Measure under development: The Ministry is developing targets for a new measure to track access to children's mental health services.

GOAL FOUR 4 Contemporary health workforce

What it means Provide strong leadership to ensure that a qualified and integrated health workforce meets the current and future health care needs of Albertans.

Strategies

4.1 Collaborate with health system stakeholders to support the development and coordination of health workforce plans (e.g., Provincial Comprehensive Health Workforce Plan, regional health authority workforce plans, physician resource plans, nursing workforce strategy, development of Health Workforce Information Network).

4.2 Work with key stakeholders on initiatives to provide education and training programs to develop the needed health workforce (e.g., continue implementation and ongoing evaluation of the Health Care Aide Curriculum; provide placements for community medicine residents and field surveillance officers from the Public Health Agency of Canada).

4.3 Provide leadership to key stakeholders on initiatives to recruit, retain and appropriately compensate the needed health workforce (e.g., Rural Physician Action Plan, academic and non-academic Alternate Relationship Plans, Physician On-call programs, Provincial Nominee Program).

4.4 Work with regional health authorities, professional organizations and through the Tri-lateral Master Agreement structure to improve health care through innovations in service delivery and compensation with an emphasis on the development of multidisciplinary teams and incentives that enable health care practitioners to work collaboratively (e.g., Telehealth, academic and non-academic Alternate Relationship Plans, Primary Care Networks, *Health Professions Act*).

4.5 Promote effective and efficient utilization of the health workforce by encouraging the development of competency profiles across professions and interdisciplinary understanding of scopes of practice for care providers (e.g., Alberta International Medical Graduate program, increased use of nurse practitioners, Provincial Nominee Program).

4.6 Develop and implement regulations for health care providers under the *Health Professions Act* to enable health care practitioners to work to their full scopes of practice.

4.7 Increase rural access to health care practitioners and multidisciplinary teams (e.g., Rural Physician Action Plan, Telehealth, Primary Care Networks, Rural On-Call program, Rural Locum Program).

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
4.a **Number of physicians in Alternate Relationship Plans***	688 (2005)	840	950	1,000
4.b **Number of postgraduate medical seats**	866 (2004-05)	995	1,030	1,050
4.c **Number of health workforce practitioners**	46,700 (2003)	47,868	48,825	49,800
4.d **Per cent of Albertans who have a family doctor**	84 (2004)	86	88	90

Notes:

4.a Successful achievement will indicate that larger numbers of health services are being delivered to Albertans in models of collaborative, multidisciplinary and integrated practice.
  - Alternate Relationship Plans are new physician compensation models that offer flexibility from volume driven fee-for-service payments. They support the greater use of multidisciplinary teams and other changes to improve overall patient care.

4.b Increasing the number of education seats for physicians should result in more licensed physicians. More physicians improve access to physician services and reduce wait times.

4.c Physicians, nurses (registered nurses, licensed practical nurses, registered psychiatric nurses), pharmacists and rehabilitation professionals (physiotherapy, occupational therapy, respiratory therapists) are included. Increasing the health workforce helps to reduce wait times and improve access to services.

4.d The proportion of Albertans who have a family doctor is rising and encompasses a solid majority of residents. A family doctor who knows his/her patients' history and health issues is in the best position to work with patients and their families to reduce the risk of disease and attain their health goals.

GOAL FIVE 5 Improved health service outcomes

What it means Albertans expect the best possible care and outcomes when they use the health system. As part of its leadership and assurance role, the Ministry established a quality framework including six dimensions of quality health services: acceptability, appropriateness, effectiveness, efficiency, accessibility and safety. The Ministry continually develops and updates standards, monitors compliance with standards to ensure the quality of programs and services, and develops new initiatives in response to technological advances, demographic changes and other factors.

Strategies

5.1 Help Albertans with chronic health conditions (e.g., cancer, diabetes) maintain optimum health through appropriately managed and coordinated care, including paid and voluntary support systems and networks.

5.2 Improve quality of continuing care services by:
  - enhancing assessment and case management to help clients to navigate through the health system;
  - improving access to long-term care and home care services;
  - addressing human resource issues by increasing the supply and training of personal care aides;
  - implementing new standards for long-term care centres and continuing care services; and
  - implementing, measuring and enforcing compliance with continuing care standards.

5.3 Work with health authorities to avoid and minimize risks or unintended results in providing health services by promoting quality standards for health services, such as patient safety and infection prevention and control (e.g., handwashing).

5.4 Strengthen the health system's capacity to define, report, monitor and prevent hospital[1] or community acquired infections, adverse events and medical errors.

5.5 Use information from the Health Quality Council of Alberta, including patient/client feedback, to assist in improving performance of Alberta's health system.

5.6 Initiate public reporting of outcome indicators for the key life-saving interventions of cardiac revascularization, kidney dialysis and transplants.

5.7 Review recommendations of the Ambulance Governance Advisory Council, including results of the Discovery Region pilot projects, and develop and execute an appropriate implementation strategy.

---

[1] Infections that are acquired while a patient is in hospital are referred to as nosocomial infections.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
5.a **Ambulatory Care Sensitive Conditions hospitalization rates*** (per 100,000 age standardized population)	434 (2002-03)	400	400	400
5.b **30-day heart attack survival rate** for patients treated in hospital (three-year average data, in per cent)	90 (2000-03)	92	92	92
5.c **5-Year Cancer survival rates** (in per cent):				
Breast cancer (female rate only)	80 (1997-2002)	80	80	80
Colorectal cancer (male and female rate)	54 (1997-2002)	60	60	60

Notes:

5.a Albertans need to be assured that their health system is ready and able to treat those with chronic health conditions to maintain optimum health through appropriately managed and coordinated care.

* Reduced hospitalization rates for chronic conditions like asthma, diabetes, depression, hypertension, neurosis and alcohol and drug dependencies.

5.b Albertans expect the best care and outcomes whenever they use the health system. The 30-day survival rate for heart attacks is an appropriate measure of the quality of health care the system provides in its hospitals.

5.c Survival rates are important not only because they indicate the proportion of people who will be alive at a given point after they have been diagnosed with cancer, but also because they may allow the effectiveness of cancer control programs to be evaluated.

Core Business Three: Lead and participate in continuous improvement in the health system

GOAL SIX

6

Health system efficiency, effectiveness and innovation

What it means Alberta's complex health system is challenged by continuous change, rising costs, steady growth and increased public expectations. Health system innovation can only be achieved in collaboration with stakeholders and the Alberta public, through an effective coordination of efforts and clear, timely communication.

Strategies

System Management

6.1 Continue to enhance and clarify the accountability relationships within the health system as public expectations evolve (e.g., Tri-lateral Master Agreement, health authority health plans, long-term care and surgical services contracts).

6.2 Implement a policy framework in collaboration with health authorities and professional organizations and continue to develop a health service plan, a provincial public health strategic plan, and a provincial research strategy.

6.3 Continue to lead, develop and enhance policies and frameworks that address data security, access, standards and quality requirements.

6.4 Work with key partners and stakeholders to enable Alberta's interests to be forefront in collaborative federal-provincial initiatives.

6.5 Prepare a discussion document on how private supplementary health insurance may affect continuing care, prescription drugs and other non-emergency health services.

6.6 Contribute to initiatives which strengthen collaboration, integration and coordination across ministries to enhance the sustainability of the public health system and ensure optimum strategic investment.

6.7 Collect and publish health system cost information.

6.8 Create new expert sub-committees to the Province Wide Services Working Group, consisting of clinicians and program managers, to advise on appropriate volumes, patient outcomes and accessibility for key life saving interventions.

6.9 Work with regional health authorities and other partners to strengthen the overall public health capacity in the province.

Innovation

6.10 Continue to implement health information technology to give clinicians drug, laboratory and diagnostic imaging data so they can provide quality patient care.

6.11 Change the majority of Alberta's diagnostic imaging services and equipment to filmless technologies to enable earlier diagnosis and reduce unnecessary duplication of diagnostic imaging procedures.

6.12 Implement the following systems:

- electronic systems within regions and physicians' offices to provide patient information to physicians at the point-of-care (e.g., computer access to a patient's file from each treatment room);
- electronic tracking and referral and patient tracking systems to streamline access to selected specialty services; and
- improve system access and security to minimize fraud and better identify eligible health service recipients.

6.13 Provide leadership on federal/provincial/territorial work to manage the growing cost of pharmaceuticals including the protection of Albertans from catastrophic drug costs.

6.14 Introduce a new *Health Care Assurance Act*.

6.15 Enhance processes to decide whether to publicly fund new health services and technologies.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
6.a **Public Rating of health system overall**: Per cent rating the health care system overall as either "excellent" or "good"	67 (2005)	68	69	70
6.b **Number of care providers accessing Alberta Netcare**	1600 (2004)	10,000	15,000	20,000
6.c **Access to data:** Per cent of stakeholders reporting easy access to information	76 (2005)	85	92	92
6.d **Household spending on drugs:** Per cent of households spending over 5 per cent of household income after taxes on prescription drugs	2.5 (2002)	2.5	2.5	2.5

Notes:

6.a Albertans who receive health services are in a good position to report from their perspective on the quality of care they receive. Several factors may contribute to their judgments about quality service including timeliness, competence, safety, health outcomes and communication between patient and provider.

6.b This is a clinical health information network that links community physicians, pharmacists, hospitals and other authorized health care professionals across the province. It lets these health care practitioners see and update health information such as a patient's allergies, prescriptions and lab tests. As more providers access the system, more consistent care and improved treatment decisions will result.

6.c Albertans want to know that stakeholders get the information they need to work effectively and efficiently, and to make the best decisions on how to improve the health system.

6.d Prescription drugs are a major component of health care and some treatments can be very expensive. In 2002, Alberta households spent less on prescription drugs than most Canadians. Compared to other Canadians, Albertans are younger on average and enjoy one of the highest average household incomes. As well, 73 per cent of Albertans have insurance coverage for prescription drugs through either a public or private plan.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Advocate and Educate for Healthy Living	267,948	192,223	193,109	212,636	204,241	204,741
Provide Quality Health and Wellness Services	8,531,496	8,940,587	8,999,558	9,809,305	10,665,164	11,077,157
Lead and Participate in Continuous Improvement in the Health System	125,606	217,910	387,352	293,148	239,423	237,629
MINISTRY EXPENSE	8,925,050	9,350,720	9,580,019	10,315,089	11,108,828	11,519,527

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Governmental Transfers	235,691	345,291	345,291	387,803	387,803	387,803
Transfers from Government of Canada:						
Canada Health Transfer	1,341,782	1,686,950	1,571,334	1,743,895	1,887,980	2,028,532
Wait Times Reduction	62,621	125,528	62,908	121,335	121,889	61,222
Diagnostic / Medical Equipment	99,736	49,690	49,690	-	-	-
Other	232,476	185,157	183,173	22,540	5,409	5,659
Investment Income	5,871	4,000	10,000	6,000	6,000	6,000
Premiums, Fees and Licences	942,579	898,810	928,338	906,588	921,588	937,588
Other Revenue	89,154	71,252	113,536	98,535	96,226	91,475
MINISTRY REVENUE	3,009,910	3,366,678	3,264,270	3,286,696	3,426,895	3,518,279
EXPENSE						
Program						
Regional Health Services	5,082,755	5,618,965	5,637,165	5,975,395	6,333,919	6,713,954
Mental Health Innovation	-	25,000	25,000	25,000	25,000	-
Accumulated Deficit Funding	92,507	-	-	-	-	-
Total Regional Health Services	5,175,262	5,643,965	5,662,165	6,000,395	6,358,919	6,713,954
Physician Services	1,571,372	1,741,160	1,744,995	1,879,653	1,940,636	1,977,538
Non-Group Health Benefits	534,064	629,511	598,478	689,576	745,453	812,045
Allied Health Services	71,464	82,951	74,046	82,930	87,911	98,200
Protection, Promotion and Prevention	102,789	97,278	97,278	95,233	84,838	85,338
Human Tissue and Blood Services	122,330	137,000	118,000	131,700	131,700	131,700
Provincial Programs	189,965	237,122	251,363	352,019	344,162	370,094
Addiction Prevention and Treatment Services	67,269	74,709	75,595	94,667	94,667	94,667
Ministry Support Services	129,662	152,239	149,681	148,131	146,184	146,184
Health Information Systems	56,494	86,248	259,248	167,083	117,305	115,511
Infrastructure Support	840,300	427,174	499,304	607,339	990,690	907,933
Cancer Research and Prevention Investment	-	-	-	25,000	25,000	25,000
Health Care Insurance Premiums Revenue Write-Offs	63,053	41,363	49,866	41,363	41,363	41,363
Valuation Adjustments and Other Provisions	1,026	-	-	-	-	-
MINISTRY EXPENSE	8,925,050	9,350,720	9,580,019	10,315,089	11,108,828	11,519,527
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(5,915,140)	(5,984,042)	(6,315,749)	(7,028,393)	(7,681,933)	(8,001,248)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	3,009,910	3,366,678	3,264,270	3,286,696	3,426,895	3,518,279
Inter-ministry consolidation adjustments	(235,815)	(345,291)	(345,488)	(387,803)	(387,803)	(387,803)
Consolidated Revenue	2,774,095	3,021,387	2,918,782	2,898,893	3,039,092	3,130,476
Ministry Expense	8,925,050	9,350,720	9,580,019	10,315,089	11,108,828	11,519,527
Inter-ministry consolidation adjustments	(483)	(200)	(397)	(200)	(200)	(200)
Consolidated Expense	**8,924,567**	**9,350,520**	**9,579,622**	**10,314,889**	**11,108,628**	**11,519,327**
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(6,150,472)	(6,329,133)	(6,660,840)	(7,415,996)	(8,069,536)	(8,388,851)

CAPITAL INVESTMENT BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Advocate and Educate for Healthy Living	29,304	31,353	31,353	31,778	31,778	31,778
Lead and Participate in Continuous Improvement in the Health System	17,108	42,270	37,770	44,000	30,000	30,000
MINISTRY CAPITAL INVESTMENT	46,412	73,623	69,123	75,778	61,778	61,778

CAPITAL INVESTMENT BY PROGRAM
(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Protection, Promotion and Prevention	28,919	31,100	31,100	31,600	31,600	31,600
Addiction Prevention and Treatment Services	384	253	253	178	178	178
Ministry Support Services	1,466	920	920	-	-	-
Physician Services	705	-	-	-	-	-
Health Information Systems	14,938	41,350	36,850	44,000	30,000	30,000
MINISTRY CAPITAL INVESTMENT	46,412	73,623	69,123	75,778	61,778	61,778

ALBERTA ALCOHOL AND DRUG ABUSE COMMISSION (AADAC)

BUSINESS PLAN 2006-09

The Alberta Alcohol and Drug Abuse Commission (AADAC) is mandated by the *Alcohol and Drug Abuse Act* to operate and fund services addressing alcohol, other drug and gambling problems, and to conduct related research.

AADAC is an agency of the Government of Alberta reporting to the Minister of Health and Wellness. The Commission is governed by a Board of up to 12 members appointed by the Lieutenant Governor in Council. The Chair is a Member of the Legislative Assembly. The Commission Board provides policy direction for AADAC programs and services.

VISION

A healthy society that is free from the harmful effects of alcohol, other drugs and gambling.

MISSION

Making a difference in people's lives by assisting Albertans to achieve freedom from the harmful effects of alcohol, other drugs and gambling.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

AADAC is directly linked to government as part of the Ministry of Health and Wellness and is referenced in its Business Plan:

Goal 1:	Albertans make choices for healthier lifestyles.
Strategy 1.4:	Ensure that addiction information, prevention and treatment services are available province-wide.

STRATEGIC PRIORITIES 2006-09

One of the strategic opportunities of the Government of Alberta's 20-year strategic plan, Today's Opportunities, Tomorrow's Promise, is making Alberta the best place to live, work and visit. AADAC contributes to this vision by delivering responsive and affordable programs and services that promote healthy living. Through review of external and internal challenges, and in addition to AADAC's core activities, the Commission has identified the following strategic priorities for 2006-09.

1. Ensure the ongoing sustainability of addiction services across the province.
2. Continue to emphasize youth programs, and services for women and families.
3. Maintain research and information services to support prevention and treatment programming.
4. Provide focused programming for tobacco reduction and problem gambling in Alberta.
5. Continue to support employee wellness initiatives.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Information

GOAL ONE 1

To inform Albertans about alcohol, other drug and gambling issues, and AADAC services

AADAC provides Albertans with current and accurate information on alcohol, other drugs and gambling. Information management and dissemination creates greater awareness of addiction issues and AADAC services, and it is required to support the development and delivery of prevention and treatment programming. Information and resource materials are available through AADAC offices and clinics, and are accessible on the AADAC web site at www.aadac.com.

Strategies

- Develop and distribute evidence-based addiction information and resource materials to Albertans.
- Promote awareness of AADAC services.
- Conduct policy analysis to inform decision-making.
- Undertake research and evaluation to support delivery of addiction programs and services in Alberta.
- Maintain client information and performance measurement systems to support operations, business planning and reporting.
- Provide training to staff and allied professionals.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
Percentage of Albertans who are aware of AADAC services.	88	90	90	90
Percentage of women who are aware that alcohol use during pregnancy can lead to life long disabilities in a child.	99	99	99	99

Core Business Two: Prevention

GOAL TWO 2

To prevent the development of, and reduce, the harms associated with alcohol, other drug and gambling problems

AADAC provides programs and services that are designed to prevent alcohol, other drug and gambling problems, and reduce the harms associated with substance abuse and problem gambling. Prevention strategies are intended to increase protective factors and reduce risk factors for the population as a whole, and within specific groups.

Strategies

- Provide prevention consultation services through AADAC area offices and urban clinics.
- Collaborate with government and other key stakeholders to deliver prevention programming for youth, families and communities.
- Support the development of community prevention projects and programs.
- Provide consultation to employers in developing work-based initiatives that prevent and reduce the impact of substance use and problem gambling.
- Respond to high-risk behaviours through early intervention and harm reduction programming.

Performance Measures	**Last Actual (2003)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
Prevalence of smoking among Alberta youth (%).	14	13	13	13
Prevalence of regular, heavy drinking among young Albertans (%).	31	30	30	30

Core Business Three: Treatment

GOAL THREE 3

To provide treatment programs and services that assist Albertans to improve or recover from the harmful effects of alcohol, other drug and gambling problems

AADAC offers a broad continuum of treatment services that assist Albertans to improve or recover from the harmful effects of alcohol, other drug and gambling problems. Treatment is aimed at adults, youth, and their families who are displaying significant problems. Services include community-based outpatient counseling, day programs, crisis and detoxification services, short and long-term residential treatment, and overnight shelter. Specialized programs are available for youth, women, Aboriginal Albertans, business and industry referrals, and persons with opiate dependency or cocaine addiction.

Strategies

- Provide crisis counselling and referrals through the toll-free AADAC help line.
- Operate and fund regional detoxification and shelter services.
- Operate and fund community-based outpatient counselling and day treatment programs.
- Operate and fund regional residential treatment programs.
- Operate and fund problem gambling treatment services.
- Maintain effective relationships with self-help groups and community agencies that assist clients in their recovery following treatment.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
Percentage of clients satisfied with treatment services.	95	95	95	95
Percentage of clients reporting they were improved following treatment.	92	93	93	93

Human Resources and Employment

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

M. Cardinal

Mike Cardinal, *Minister of Human Resources and Employment*
February 27, 2006

THE MINISTRY

The Ministry of Human Resources and Employment consists of the government reporting entity of the Department of Human Resources and Employment. It also includes the Personnel Administration Office, the Alberta Labour Relations Board, the Appeals Commission for Alberta Workers' Compensation and the Workers' Compensation Board (WCB). Since the WCB is an independent employer-funded organization, its five-year Strategic Plan is not included with the Ministry's business plan.

VISION

Albertans have a fair, safe and supportive environment in which to live and work

MISSION

To contribute to Alberta's economic prosperity and productivity by supporting the development of a skilled and productive labour force; building a strong public service; fostering fair, safe, healthy and productive workplaces; and helping improve the well-being of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The work of the Ministry, as defined in its business plan, is fully aligned with and supports the Government of Alberta Strategic Business Plan.

Link to 20-Year Strategic Plan. The Ministry supports all four key opportunities and the Capital Plan:	**Link to 2006-09 Government Business Plan.** The Ministry supports seven of the fourteen Government Business Plan Goals:
• Unleashing Innovation	1. Alberta will have a diversified and prosperous economy (Supported by Ministry Goals 1 & 2) Ensuring Alberta has a productive labour force that meets the needs of the economy today and in the future and Albertans have the skills, supports and information they need to succeed in the labour market contributes to the diversity and prosperity of Alberta's economy.
• Leading in Learning	2. Albertans will be well prepared for lifelong learning and work (Supported by Ministry Goal 2) Providing programs, services, supports and information people need to succeed in the labour market helps Albertans be prepared for lifelong learning and work.
• Competing in a Global Market Place	3. Alberta's international competitiveness will be enhanced (Supported by Ministry Goals 2 & 3) Having skilled workers and promoting fair, safe and healthy work environments will enhance Alberta's international competitiveness.
• Making Alberta the Best Place to Live, Work and Visit	6. Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help (Supported by Ministry Goals 2 & 4) Helping Albertans succeed in the labour market, increasing attachment to the labour force and having opportunities to improve their financial situation will result in more Albertans being self-reliant. 8. Alberta will have a financially stable, open and accountable government (Supported by Ministry Goals 5 & 6) Ensuring the Alberta public service has an integrated, effective and enabling human resource management framework and an engaged and healthy workforce positioned to meet emerging and diverse government goals supports an open and accountable government. 10. Alberta will be a fair and safe place to work, live and raise families (Supported by Ministry Goals 3, 7 & 8) Promoting safe and healthy work environments, fair, equitable and stable labour relations environments and ensuring Alberta has an effective mechanism for the final appeal of Workers' Compensation Board decisions makes Alberta a fair and safe place to work.
• Capital Plan	14. Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life (Supported by all Ministry Goals)

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry has identified the following environmental factors, which may influence its ability to achieve its goals:

Department of Human Resources and Employment: Alberta continues to experience strong economic growth. Megaprojects to develop the oil sands and build pipelines have either been announced or are underway, and money is being invested in infrastructure across the province. Unemployment rates continue to be the lowest in the country and labour force participation rates continue to be the highest.

Although Alberta's population is aging, projections suggest that Alberta's average age will continue to be among the lowest in the country. The Aboriginal population has been increasing and is expected to continue to grow. Over recent years, Alberta has maintained the highest level of net inter-provincial migration and immigration is on the rise.

Within this environment, several significant opportunities and challenges have been identified which may influence the Department's ability to contribute to Alberta's economic prosperity and productivity through labour force development and by fostering fair, safe and healthy workplaces:

Demand for Skilled Labour	Strong economic growth leads to increased demand for skilled labour across many sectors. Major growth in mining, oil and gas extraction, and construction (pipelines, infrastructure and other major projects) is expected to drive an increased demand for skilled labour.
Attracting and Retaining Skilled Workers	Industry is experiencing increased competition for skilled workers within the province, across Canada as well as internationally. To attract and retain skilled workers, Alberta will need to promote its high standard of living, exceptional social, cultural and recreational facilities, and enviable quality of life.
Changing Skill Requirements	Skills required in the workplace are constantly changing due to technological advancements and emerging industries. As a result, there is a greater need for workers to upgrade or acquire new skills to remain knowledgeable, competitive and productive.
Employment Standards	The workplace relationships between the employer and worker are changing - more people are working part time, on contract or in other non-traditional ways. With these changes, there is a need to have employment standards in the workplace to meet the needs of employers and employees, and maintain the balance of flexible and productive workplaces.
Workplace Health and Safety	With a booming economy, many new and inexperienced workers enter the labour force, resulting in an increased need to educate employers and employees on health and safety in the workplace.
Labour Relations and Collective Bargaining	During times of skills shortages, technological changes and desire for increased productivity, there are great demands placed on the collective bargaining process to ensure a positive labour relations environment, costs are contained and new ways of doing work are implemented.
Participation of all Albertans in the Labour Force	Groups such as Aboriginal people, youth, immigrants and persons with disabilities are under-represented in the labour force. There is a need to increase both the ability of these groups to compete in the labour market and the willingness of employers to employ these groups.
Rising Costs	Increased costs, particularly for housing, utilities and prescription drugs impact the collective bargaining process and the ability of Albertans to manage their financial needs.

Personnel Administration Office: As an employer, the Government of Alberta operates in an environment with changing demographics and economic trends as well as a competitive labour market.

Through the Personnel Administration Office, the Ministry provides leadership in human resource management and works with other ministries to develop innovative and leading human resource practices designed to support the delivery of quality service to Albertans. To effectively position the Alberta public service as an employer that offers a challenging, diverse and rewarding team environment, a number of opportunities and challenges have been identified:

Employee Engagement and Retention	A dedicated workforce is needed to provide high quality service to Albertans. Continuous development of employees, building strong and positive workplace relationships and valuing employee contributions helps the Alberta government to engage and retain employees.
Attracting Talent	The Alberta public service needs to effectively attract talent in a competitive labour market where the demand for skilled and knowledgeable workers is high.
Succession Management	The Government of Alberta is facing a situation where the average age of its employees is increasing and significant numbers are expected to retire in the next 10 years. A strong emphasis is needed to ensure employees with the skills needed to achieve the government's goals will be continuously available in the future.
Workplace Health	Workplace incidents and injuries affect productivity. The Alberta public service strives to provide a safe, healthy and positive work environment for its employees and supports employee well being.

Alberta Labour Relations Board: The Alberta labour relations field is a dynamic one that responds to changes in the economy, demographics, technology and other factors. The Board must respond to these changes while maintaining the underlying principles of Alberta's labour relations legislation. To ensure impartial application of Alberta's labour laws, the Board has identified the following opportunity and challenge:

Changing Environment	The strength or weakness of the economy as well as changes in demographics and technology impact the labour relations environment. By providing effective and timely investigation, mediation and adjudication services to the Alberta labour relations community, the Board contributes to a healthy, stable labour relations climate.

Appeals Commission for Alberta Workers' Compensation: The number of appeals arising from the Workers' Compensation Board review body decisions is significantly above previous five-year averages and general administrative workloads continue to increase. The Appeals Commission provides a fair, independent and timely final level of appeal related to Workers' Compensation decisions. The following challenge and opportunity has been identified which could impact its ability to provide effective appeal service to workers and employers:

Increasing Workload	As the workload increases, the challenge is to improve the timeliness of appeals processing while maintaining quality decisions and a fair and accessible appeal process. In addition, there is a greater need to work with stakeholders to enhance their understanding of the appeals process.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of environmental factors, the following strategic priorities have been identified and reinforce Human Resources and Employment's role in Alberta's economic prosperity and productivity and in fostering fair, safe and healthy workplaces. These strategic priorities are in addition to the important ongoing core activities of the Ministry. The strategic priorities are the drivers of the Ministry's key initiatives and link to various Ministry goals.

DEPARTMENT OF HUMAN RESOURCES AND EMPLOYMENT

1. Building and Educating Tomorrow's Workforce Priority **Linkage: Goals 1, 2 and 3**	Co-championing the new Government of Alberta Priority "Building and Educating Tomorrow's Workforce" is a key focus for 2006-09. The objective of the priority is to ensure the availability of a skilled and productive workforce to meet Alberta's economic growth, now and in the future.
2. Labour Force Development **Linkage: Goals 1, 2 and 3**	The efforts associated with the Labour Force Development strategic priority are going to contribute to the Building and Educating Tomorrow's Workforce Priority. Partnering with industry, employers, labour organizations and other stakeholders to develop, promote, coordinate and support strategies that foster the growth of the Alberta labour force through the development, attraction and retention of skilled and productive workers are key actions for 2006-09.
3. Employment Standards **Linkage: Goal 3**	Efforts will be made to ensure that employment standards legislation and programs support the continued productivity of Alberta's workforce while maintaining an effective balance in employer and employee relationships.
4. Government of Alberta Priorities **Linkage: Goals 2, 3 and 4**	In addition to the Building and Educating Tomorrow's Workforce, the Department will also contribute on behalf of the Ministry to other Government of Alberta Priorities: Improving Alberta's Health System – The Third Way; Building Aboriginal Self-sufficiency; and Saving Lives and Reducing Injury on Alberta Highways.

PERSONNEL ADMINISTRATION OFFICE

5. Corporate Human Resource Development Strategy **Linkage: Goals 5 and 6**	The Corporate Human Resource Development Strategy is a strategic priority. Initiatives under the strategy are focused on enhancing leadership capacity at all levels; attracting and retaining talent; fostering positive, safe and healthy work environments; and helping employees achieve high performance.

ALBERTA LABOUR RELATIONS BOARD

6. Labour Relations **Linkage: Goal 7**	The Board will continue to meet the challenge of ensuring that Alberta's labour relations community is aware of the processes that are available to them, that these processes are communicated in an understandable manner and that these processes are carried out in a consistent and timely manner.

APPEALS COMMISSION FOR ALBERTA WORKERS' COMPENSATION

7. Appeals **Linkage: Goal 8**	The Appeals Commission will provide accessible and transparent appeals services in a timely manner while maintaining an uncompromised fairness of process.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Skills Investments

– Supporting the development of a skilled and productive labour force

GOAL ONE 1

Alberta has a productive labour force that meets the needs of the economy today and in the future

What it means Alberta has a growing and changing economy where employers are aware of the challenges to remain globally competitive and have an increasingly productive labour force. The Department works with partners such as training providers, industry and employers, communities and other orders of government to assess and anticipate labour market trends. The Department also works with its partners to address issues related to labour force development, including labour and skills shortages, changing skills requirements, immigration, labour mobility, labour force planning and productivity.

Strategies

1.1 Exchange information with business, industry, communities and other jurisdictions on significant trends and issues as well as the knowledge and skills that will be required in the labour market.

1.2 Develop alliances with industry and other stakeholders at the local, provincial, national and international level that will contribute to labour force development.

1.3 Work with the Apprenticeship Program to encourage youth participation in apprenticeship programs and increase completion rates of program participants.

1.4 Align policies and programs for immigrants with Alberta's economic and social priorities.

1.5 Ensure professional and occupational associations serve the public interest and governing legislation is sensitive to the needs of all stakeholders.

1.6 Promote access to employment opportunities by reducing or eliminating labour mobility barriers.

1.7 *(Key Corporate Initiative - Building and Educating Tomorrow's Workforce)* Co-champion the Building and Educating Tomorrow's Workforce Priority on behalf of the Ministry.

1.8 *(Key Corporate Initiative - Labour Force Development)* Develop and implement strategies to meet Alberta's labour needs today and in the future.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Inter-provincial rank of labour force participation.[1]	#1 (2004)	#1	#1	#1
1.b Percentage of employers who reported no positions vacant for over four months.	79% (2003)	n/a[2]	75%	n/a[2]

Notes:

[1] Number represents inter-provincial ranking where #1 is the highest in Canada.

[2] Survey conducted every two years.

GOAL TWO 2

Albertans have the skills, supports and information they need to succeed in the labour market

What it means Skills required to successfully compete in Alberta's labour market are changing with the province's economic growth, technological advancements and the emergence of new industries. Albertans will continue to acquire the knowledge and skills they need to participate in current and future opportunities, and be self-reliant and contributing members of society. The Department contributes to Alberta's economy by assisting Albertans to get the career and labour market information, supports and skills they need to find and keep a job.

Strategies

2.1 Provide programs and services to help Albertans develop skills, find and keep employment, manage their careers and adapt to the changing labour market.

2.2 Provide programs and services to assist under-represented groups (e.g., youth, immigrants, Aboriginal people, older workers, persons with disabilities, Albertans with low income) to develop skills and increase their labour force participation.

2.3 Develop and publish career and labour market information products and resources.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
2.a Percentage of clients reporting satisfaction with the program/service:				
• Career Information				
– Career Development Information Services	81%	85%	85%	85%
– Career Development Workshops	81%	85%	85%	85%
– ALIS (Alberta Learning Information Service) website	88%[1]	n/a[2]	n/a[2]	85%
– Job Order Bank Services	82%	85%	n/a[3]	85%
– Labour Market Information Centre Services	95%	95%	n/a[3]	95%
– Materials and Resources	99%[4]	n/a[3]	95%	n/a[3]
– Career Information Hotline	92%[4]	n/a[3]	90%	n/a[3]
– Student Funding Contact Centre	74%	85%	n/a[3]	85%
• Work Foundations	91%	85%	85%	85%
• Training for Work	88%	85%	85%	85%
2.b Percentage of participants employed post-intervention.	81%	80%	80%	80%
2.c Percentage of participants who indicate their training helped prepare them for future employment.	87%	85%	85%	85%

Notes:

[1] 2002-03 result.

[2] Satisfaction survey conducted every three years.

[3] Satisfaction survey conducted every two years.

[4] 2003-04 result.

Core Business Two: Workplace Investments

– Promoting fair, safe, healthy and productive workplaces

GOAL THREE 3 Alberta has a fair, safe and healthy work environment

What it means Fair, safe, healthy and productive workplaces help keep Alberta prosperous and competitive in the global economy. The Department helps organizations develop positive labour-management relationships through better communication, problem solving and cooperation. The Department also promotes, regulates and provides information on workplace health and safety, and fair and balanced employment standards and practices.

Strategies

3.1 Support Alberta's workplaces to resolve workplace issues effectively by providing mediation, arbitration and facilitation services.

3.2 Implement approaches to enhance compliance with employment standards and workplace health and safety.

3.3 Continue to build upon the success of the Work Safe Alberta initiative and implement new approaches to further reduce work related injury and disease.

3.4 Review workplace legislation to ensure it is current and relevant to Alberta's workplaces, including any possible recommendations arising from the MLA Labour Relations Code Review.

3.5 Provide Albertans with access to workplace health and safety and employment standards information.

3.6 *(Key Corporate Initiative - Employment Standards)* Implement approved recommendations arising from the review of the Employment Standards Code and Regulation.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Lost-Time Claim Rate (LTC)[1]: number of lost-time claims per 100 person-years worked.	2.6 (2004)	2.0	2.0	2.0
3.b Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).	99.4% (2004-05)	98%	98%	98%
3.c Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards.	97.6% (2004-05)	97%[2]	97%[2]	97%[2]
3.d Satisfaction of individuals and organizations which have used selected workplace programs and services:				
• Workplace Health and Safety Contact Centre	98% (2003-04)	n/a[3]	90%	n/a[3]
• Employment Standards Contact Centre	97% (2003-04)	n/a[3]	90%	n/a[3]

Notes:

[1] The Lost-Time Claim Rate provides an estimate of the probability of disabling injury or disease to a worker during a period of one year's work. The lower the Lost-Time Claim Rate, the lower the probability of worker injury or disease.

[2] The 2005-06 review of Employment Standards may impact future results and targets.

[3] Satisfaction survey conducted every two years.

Core Business Three: People Investments
– Helping Albertans improve their well-being

GOAL FOUR 4 Albertans have opportunities to improve their financial situation and attachment to the labour force

What it means Albertans in need will receive help to support themselves and their families. The Department provides health benefits, child support services and financial assistance to help Albertans improve their skills and employability, and be as independent as possible.

Strategies

4.1 Provide income support to Albertans in need, including learners who are improving their skills through training and Albertans escaping family violence.

4.2 Increase the attachment of Albertans to the labour market by providing health benefits to children of families with low income, and current and former Income Support recipients.

4.3 Increase the financial independence of current and former Income Support recipients by providing child support services to help ensure non-custodial parents provide financial support for their children.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a Percentage of Child Support Services clients for whom a support order or agreement is obtained.	78%	80%	80%	80%
4.b Percentage of Alberta Child Health Benefit (ACHB) parents who agree they are able to obtain health services they would not otherwise have been able to get for their children.	88%	85%	n/a[1]	85%
4.c Satisfaction of individuals with program/service: Income Support.	72%	85%	85%	85%
4.d Percentage of participants employed after leaving Income Support.	71%	70%	70%	70%

Note:

[1] Satisfaction survey conducted every two years.

Core Business Four: Human Resource Management

– Providing strategic leadership of human resource management in the Alberta public service

GOAL FIVE 5 An integrated, effective and enabling human resource management framework in the Alberta public service

What it means A comprehensive policy framework for human resource management enables a quality and productive work environment and strengthens accountability for the management of human resources in the Alberta public service. The framework provides a corporate approach in the areas of benefits, compensation, classification, labour relations, collective bargaining, staffing, employee engagement, workforce development and workplace health and safety which is established in collaboration and consultation with stakeholders. Functional experts provide consulting services to ministries and the Human Resource community to support the effective implementation of human resource initiatives. The Personnel Administration Office takes a leadership role in developing the capacity of the human resources community. Information technology tools and communication strategies are sought out and used to leverage the effectiveness of human resource programs.

Strategies

5.1 Develop and maintain comprehensive human resource policies, directives and programs.

5.2 Address emerging human resource trends and issues.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Client satisfaction with human resource strategies and policy frameworks.	79%	82%	n/a[1]	85%
5.b Client satisfaction with working relationships with the Personnel Administration Office.	92%	93%	n/a[1]	93%

Note:

[1] Satisfaction survey conducted every two years.

GOAL SIX

6 An engaged and healthy public service that is positioned to meet emerging and diverse government goals

What it means The public service is dedicated to superior client service and business excellence in delivering programs and services to Albertans. The ability to attract, engage, develop and retain skilled and knowledgeable employees and to address succession management within the public service is critical to achieving the goals of government. Engaged employees feel valued and are committed to their work. The overall productivity and success of employees is supported through a healthy and safe work environment, opportunities for input and involvement, and ongoing recognition for a job well done. Addressing issues of work/life balance and building effective working relationships contributes to a quality work environment. A strong commitment to building capacity and continuous learning ensures there are talented people to meet the challenges of today and the future.

Strategies

6.1 Attract and retain talent.

6.2 Foster continuous learning and employee development.

6.3 Support and enhance employee performance.

6.4 Foster a positive, safe and healthy work environment.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
6.a Percentage of employees who are satisfied with their employment in the Alberta public service.	79% (2004-05)	81%	83%	85%
6.b Percentage of employees who are satisfied with the learning and development opportunities available to them.	68% (2004-05)	70%	72%	74%
6.c Percentage of employees who are satisfied with how clearly work expectations are communicated to them.	69% (2004-05)	71%	73%	75%
6.d Alberta public service Lost-Time Claim Rate (per 100 person-years worked).	1.7[1] (2004)	1.5	1.5	1.5

Note:

[1] Data based on calendar year.

Core Business Five: Labour Relations - Adjudication/Investigations/Mediation

– Impartial application of Alberta's labour laws

GOAL SEVEN 7 Alberta has a fair, equitable and stable labour relations environment

What it means The Alberta Labour Relations Board is an independent and impartial tribunal, responsible for the day-to-day application and interpretation of Alberta's labour laws. It processes applications and frequently conducts hearings on matters arising from both private and public employment sectors. Some, but not all, of the issues that come before the Alberta Labour Relations Board include certifications, revocations, various votes, bargaining unit determinations, unfair labour practices which fall under the *Labour Relations Code, Public Service Employee Relations Act* and *Police Officers Collective Bargaining Act*.

Strategies

7.1 Provide timely, effective and efficient services to the Alberta labour relations community.

7.2 Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings.

7.3 Make clear and timely decisions for the parties to quickly implement resolutions.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
7.a Average number of days from the acceptance of an application to the date of the first hearing.	78	44	44	44
7.b Percentage of applications, with Board involvement, settled before reaching a formal hearing.[1]	79%	56%	57%	57%
7.c Percentage of decisions rendered within 90 calendar days from the completion of the hearing(s).	76%	85%	85%	85%
7.d Percentage of decisions rendered within 180 calendar days from the completion of the hearing(s).	95%	100%	100%	100%

Note:

[1] Certifications and Revocations are not included as they are mandated to go to hearing if applicant demonstrates sufficient statutory requirements. However, it is common for the numerous and sometimes complicated issues relating to these applications to benefit from Board settlement efforts.

Core Business Six: Appeal Service from Workers' Compensation Decisions

– Hearing worker and employer appeals arising from WCB review body decisions

GOAL EIGHT 8

Alberta has an effective mechanism for the final appeal of Workers' Compensation Board decisions

What it means The Appeals Commission for Alberta Workers' Compensation (Appeals Commission) reviews and makes decisions on worker and employer appeals arising from Workers' Compensation Board (WCB) review body decisions. Alberta requires an independent and impartial body as a final level of appeal from the decisions of the WCB. The fair and consistent application of legislation, policy and the principles of natural justice is required to ensure decisions are upheld on review.

Strategies

8.1 Provide a timely appeal service.

8.2 Provide fair decisions on appeals applications.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
8.a Average number of days of processing time required by the Appeals Commission from the date the appeal is received until the appeal is finalized:				
• Standard Appeals	213	170	145	145
• Complex Appeals	234	230	210	210
8.b Percentage of the total number of Appeals Commission decisions issued that are either not challenged or are not overturned upon review by the Courts, the Ombudsman or by the Appeals Commission on reconsideration.	99.5%	Greater than 98.0%	Greater than 98.0%	Greater than 98.0%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Skills Investments	284,012	307,525	293,460	320,844	316,230	312,241
Workplace Investments	25,194	26,786	27,861	29,801	29,808	29,814
People Investments	423,730	410,331	431,714	405,636	406,073	406,441
Human Resource Management	10,741	16,208	15,598	20,338	20,338	20,338
Labour Relations - Adjudication / Investigation / Mediation	2,797	2,861	2,976	2,924	2,924	2,924
Appeal Service from Workers' Compensation Decisions	6,912	8,237	8,237	9,596	9,835	10,162
MINISTRY EXPENSE	753,386	771,948	779,846	789,139	785,208	781,920

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable	Comparable	Comparable			
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	20,233	11,769	11,769	12,769	12,769	12,769
Transfers from Government of Canada	214,019	217,113	211,631	218,010	214,060	213,423
Premiums, Fees and Licences	327	300	279	300	300	300
Other Revenue	25,228	23,687	23,575	27,016	27,155	27,382
MINISTRY REVENUE	259,807	252,869	247,254	258,095	254,284	253,874
EXPENSE						
Program						
People and Skills Investments - Support*	118,045	115,922	123,537	121,716	121,716	121,716
Supporting Employment*	252,959	276,770	261,255	286,153	281,833	278,218
Partnership with Industry and Employers*	2,665	2,986	2,700	3,148	3,298	3,298
Supporting People in Transition*	174,373	161,409	155,114	137,727	133,539	129,253
Supporting People in Need*	140,112	139,980	161,533	156,646	160,834	165,120
Workplace Investments - Support	1,558	1,597	1,628	1,608	1,608	1,608
Workplace Relationships	1,929	2,246	2,376	2,591	2,591	2,591
Workplace Health and Safety	15,462	16,522	16,919	18,917	18,917	18,917
Employment Standards	5,428	5,497	5,982	5,647	5,647	5,647
Labour Relations and Adjudication	2,797	2,861	2,976	2,924	2,924	2,924
Personnel Administration Office	9,222	13,573	13,562	17,703	17,703	17,703
Workers' Compensation Appeals	6,912	8,237	8,237	9,596	9,835	10,162
Ministry Support Services	19,936	21,689	21,580	22,104	22,104	22,104
Valuation Adjustments and Other Provisions	1,988	2,659	2,447	2,659	2,659	2,659
MINISTRY EXPENSE	753,386	771,948	779,846	789,139	785,208	781,920
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(493,579)	(519,079)	(532,592)	(531,044)	(530,924)	(528,046)

* Includes Alberta Works programs

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable	Comparable	Comparable			
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	259,807	252,869	247,254	258,095	254,284	253,874
Inter-ministry consolidation adjustments	(20,233)	(11,769)	(11,769)	(12,769)	(12,769)	(12,769)
Consolidated Revenue	239,574	241,100	235,485	245,326	241,515	241,105
Ministry Expense	753,386	771,948	779,846	789,139	785,208	781,920
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**753,386**	**771,948**	**779,846**	**789,139**	**785,208**	**781,920**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(513,812)	(530,848)	(544,361)	(543,813)	(543,693)	(540,815)

APPENDIX

VISION AND MISSION STATEMENTS

DEPARTMENT OF HUMAN RESOURCES AND EMPLOYMENT

VISION	**MISSION**
Alberta works because we invest in people	To contribute to Alberta's economic prosperity and productivity by providing information and services to support the development of a skilled and productive labour force; fostering fair, safe, healthy and productive workplaces; and helping improve the well-being of Albertans.

PERSONNEL ADMINISTRATION OFFICE (PAO)

VISION	**MISSION**
PAO - Building a strong public service	To provide corporate human resource strategies, policy frameworks and strategic support services that enable ministries to fulfill their business plans and achieve government's vision of the Alberta public service.

ALBERTA LABOUR RELATIONS BOARD

VISION	**MISSION**
A fair and equitable application of Alberta's collective bargaining laws	To administer, interpret and enforce Alberta's collective bargaining laws in an impartial, knowledgeable, efficient, timely and consistent way.

APPEALS COMMISSION FOR ALBERTA WORKERS' COMPENSATION

VISION	**MISSION**
The leader in innovative appeal services	To provide a timely, fair and independent appeals process consistent with legislation, policy and the principles of natural justice.

Infrastructure and Transportation

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Lyle Oberg, M.D., *Minister of Infrastructure and Transportation*
March 1, 2006

THE MINISTRY

Infrastructure and Transportation's responsibilities are wide ranging, from managing provincial transportation safety programs to the provision of policy direction and planning for supported infrastructure, to building and managing government-owned infrastructure including the provincial highway network and facilities that support government operations. Management of numerous grant programs, including municipal transportation, water/wastewater, and administration of the Natural Gas Rebate Program are all part of our mandate. The Ministry also provides property acquisition and disposal, leasing and space planning for government facilities, management of the Swan Hills Treatment Centre, as well as air and vehicle fleet management services.

The Ministry includes the Transportation Safety Board, which adjudicates on commercial carrier compliance, controls and monitors driver licensing, and is responsible for hearings under the *Railway (Alberta) Act*.

VISION

Alberta Infrastructure and Transportation is a Centre of Excellence providing effective infrastructure to support Alberta's growth and prosperity.

MISSION

We contribute to Alberta's economic prosperity and quality of life through the provision and support of effective, safe, innovative and sustainable transportation, public buildings, and water and wastewater infrastructure.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Link to goals in the 2006-09 Government of Alberta Business Plan…

Goal 1: Alberta will have a diversified and prosperous economy
- The Ministry provides assistance to rural municipalities, towns and villages in accommodating new resource and industry related traffic, and the provision of facilities to support the delivery of government programs including those that support innovation throughout Alberta.

Goal 2: Albertans will be well prepared for lifelong learning and work
- The Ministry provides technical expertise to partner ministries and boards to ensure learning facilities meet program needs.

Goal 3: Alberta's international competitiveness will be enhanced
- The Ministry facilitates development of effective water/wastewater, road, and building infrastructure required to sustain growing communities and enhancement of strategic economic corridors to improve access to the marketplace that supports economic development throughout the province.

Goal 5: Albertans will be healthy
- The Ministry works with health regions to plan and implement the most appropriate facility solutions to meet health delivery needs.

Goal 8: Alberta will have a financially stable, open and accountable government
- The Ministry supports this goal by effectively planning and managing government-owned and leased facilities and implementing innovative technologies to increase energy efficiency and reduce operating costs.

Goal 9: Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments
- The Ministry supports strong effective partnerships through collaboration with other jurisdictions to develop national and multi-jurisdictional transportation and aviation strategies, foster integrated multi-modal transportation systems, and develop new and deliver existing programs to support municipal and government needs. The Ministry also collaborates to address infrastructure, freight and passenger transportation, highway and municipal policy, and related environmental issues.

Goal 10: Alberta will be a fair and safe place to work, live and raise families
- The Ministry ensures effective driver education services and standards are in place, working to improve transportation safety, and providing safe facilities that support government programs.

Goal 11: The high quality of Alberta's environment will be sustained
- The Ministry sustains the quality of the province's environment by supporting the operation of the Swan Hills Treatment Centre to dispose of hazardous wastes, and by undertaking efforts to reduce the environmental impact of Ministry activities.

Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life
- The Ministry leads one of the Government of Alberta's top priorities; Building Infrastructure for Our Future which is the plan that addresses future infrastructure investment and current needs to support economic growth while maintaining existing infrastructure. The Ministry also supports this goal by partnering with other ministries to develop the province's Capital Plan and implement approved projects.

Link to key opportunities in the 20-Year Strategic Plan…
The Government of Alberta has identified strategic opportunities as cornerstones to achieving the government's vision. Infrastructure and Transportation supports **Unleashing Innovation**, which links to government Goal 1 through the creation of research facilities, "green initiatives" including the use of green power electrical energy in government buildings, implementing intelligent transportation systems, and other innovations. **Leading in Learning** is strengthened through preservation and delivery of effective and efficient facilities in support of life-long learning through government Goal 2. **Competing in a Global Marketplace**, which links to government Goal 3, is enhanced through long-term strategic transportation planning, coordination of transportation modes, improving transportation logistics with domestic and international markets, and providing much needed infrastructure in high growth areas such as the Fort McMurray/Wood Buffalo region. As part of **Making Alberta the Best Place to Live, Work and Visit** the Ministry works with municipalities and stakeholders to improve traffic safety and build modern infrastructure in support of Alberta's social, environmental and economic goals, which links to government Goals 5, 9, 10 and11.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Traffic Volumes, Collisions and Injuries

The amount of traffic in Alberta continues to rise due to an increasing population and growing economy, resulting in major implications for the efficiency of Alberta's roads and safety of Alberta's road users. Greater public awareness of road safety is resulting in pressures on government to address road safety issues, improve highway infrastructure, implement new technologies and address road user behavior and attitudes. Continued efforts are needed to identify and work with high risk drivers on intervention strategies to reduce collisions and resulting injuries and fatalities.

Aging Infrastructure

A persistent challenge for the past several years has been to balance the need for ongoing maintenance and rehabilitation of existing capital assets with the need to invest in various types of infrastructure to accommodate growth and economic pressures. A significant backlog in deferred maintenance has been created. Major repair can be expected to cost more than routine maintenance would have cost, and all-out replacement can cost up to five times what repair would have cost. As part of the capital plan process, the Ministry is leading a strategy to provide adequate maintenance and upgrading that is required to preserve the province's existing capital assets.

Infrastructure and Transportation must address a growing infrastructure debt. As of 2005-06, it is estimated over seven billion dollars are required. Although a significant increase in capital funding has been provided to build necessary highways, schools and health facilities related to new capital projects, resolving infrastructure deficiencies will take time. The Ministry will continue to pursue new ways of providing cost effective infrastructure, such as public-private partnerships (P3s) and other alternative financing opportunities.

Economic and Population Growth and Changing Demographics

Economic and population growth is contributing to increased highway traffic volumes, causing additional pressures. Rail, air and marine modes of transport are also experiencing increased demand. Further complicating the problem is the imbalance of economic growth in Alberta. Developments in the Regional Municipality of Wood Buffalo generate revenues to the province and growth in the region is creating substantial pressure to expand local infrastructure. While communities situated along the Queen Elizabeth II Highway corridor experience significant growth, some other parts of the province are in decline.

Population shifts from rural to urban result in high demand for facilities in growth areas and underutilized facilities in declining areas. These shifts are also noticeable within Edmonton and Calgary. While overall population is growing province-wide, school enrolment is declining and is projected to continue to decline over the medium to long-term. An aging population is increasing demand for health facilities and seniors' lodges.

An aging labour force within construction, trucking and related industries will result in increased labour force shortages, beyond what is currently being experienced. Access to off-shore markets is being impacted by the inability of the Port of Vancouver to accommodate import and export trade as it is currently over capacity with pressures anticipated to increase as Western Canada's economic growth remains strong.

Safety and Security

There is increased emphasis on security issues related to potential threats of terrorism, natural disasters, identity theft, and crime resulting in delays at border crossings, at airports and for dangerous goods transportation. Security concerns are also resulting in increased demand for modernization of various types of government infrastructure to respond to enhanced security requirements, including the process of verifying a driver's identity and credentials in support of driver licensing.

Cost Increases

Global increases in the price of raw materials for construction are contributing to cost increases for the construction of buildings, roads, bridges and other infrastructure. Market condition factors, caused by current heavy demand for construction projects and tight supplies of materials and labour, are adding 7 to 20 per cent to project costs and will continue to do so in the near-term. These factors vary across the province on a north-south basis, with isolated northern communities experiencing the most severe cost pressures.

Mega projects and significant new provincial and federal infrastructure programs are contributing to increasing inflation and construction prices for all types of infrastructure. Increased construction activity will further impact labour availability. Wage rates are under stress due to Alberta's low unemployment rate, high labour participation rate and rising construction volumes. An aging workforce is threatening to further impact labour costs as skilled workers retire from the workforce.

Operations and Maintenance Costs

The operation and maintenance of Alberta's capital assets must address a growing backlog in deferred maintenance that is increasingly resulting in the need for costly repair and/or replacement of the capital asset. Regular maintenance protects and extends the useful life of our capital assets. The operation and maintenance of Alberta's capital assets must be balanced against other government spending priorities. However, the importance of regular maintenance in extending the life of our capital assets must be considered in resource allocation decisions. As new infrastructure is built to accommodate the province's population growth, a corresponding increase in operation and maintenance costs will be required.

New Technology and Innovation

Adapting to technological change and improving organizational efficiencies and business processes by integrating the use of new technology, is an ongoing challenge for the Ministry. Better information, improved research, and lessons learned from past integrations will be used to incorporate new technology into business processes. Infrastructure innovations such as designing multi-purpose facilities to allow flexibility in the future, applying new sustainable technologies to improve efficiencies in program delivery, energy usage and operating costs, developing intelligent transportation systems, enhanced railway crossing systems, and advanced road weather information systems are becoming "must have" improvements in today's environment to improve safety.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Saving Lives and Reducing Injury on Alberta Highways**

   Linkage: Goals 1 and 2

   An extensive traffic safety review has been completed with stakeholders and has led to development of the Alberta Traffic Safety Plan. This plan, led by Infrastructure and Transportation, will address issues related to traffic safety such as driver education, enforcement, technology and sustainable funding. These efforts aim to change driver habits and reduce collisions. During this business plan period, the Ministry will work in partnership with Justice, Solicitor General and Public Security, and stakeholders to implement the new Alberta Traffic Safety Plan.

2. Building Infrastructure for Our Future

Linkage: Goals 2, 3, 4, 5, 6, 7 and 9

In today's complex global environment many issues and trends have an impact on the effective and efficient management of Alberta's infrastructure requirements. To ensure Albertan's infrastructure needs are met, the Ministry will:

- Work with partner ministries and other stakeholders to design a 10-year plan to address deferred maintenance;
- Work with partner ministries to determine priority capital projects.

3. Managing Complex Infrastructure Requirements

Linkage: Goals 2, 3, 4, 5, 6, 7 and 9

Manage Alberta's infrastructure requirements effectively and efficiently in today's complex global environment by balancing the need for ongoing maintenance and rehabilitation of existing capital with the need for new capital investment; addressing capital project priorities; and considering alternative financing opportunities, including public-private partnerships to provide needed infrastructure.

4. Supporting Economic Development and Innovation

Linkage: Goals 2, 3, 4, 5, 6, 7 and 9

Alberta's continued growth depends on many factors with effective infrastructure being a top priority. Efficient transportation links are needed to get goods to market and learning and health facilities are required to support growing communities.

Increased competitiveness in domestic and international markets is more attainable through projects such as twinning of the North-South Trade Corridor and development of urban corridors such as the Edmonton and Calgary ring roads. Construction of new schools and other facilities as well as road network improvements are underway or planned for high-growth areas including the Regional Municipality of Wood Buffalo. Efforts will continue with municipalities and stakeholders to ensure that required infrastructure meets local needs and supports economic development throughout the province.

5. Support for the Government of Alberta's Top Priorities

Linkage: Goals 1, 2, 3, 4, 5, 6, 7 and 9

The Ministry will continue to play an active role in a number of the Government of Alberta's top priorities in addition to those where it does not have a lead role, such as:

- Using and Respecting the Land by participating in the development of a Land Use Framework and supporting the Water for Life Strategy;
- Building Aboriginal Self-sufficiency by providing opportunities for Aboriginal people to participate in Ministry projects on their lands;
- Protecting People's Private Information by ensuring information entrusted to the Ministry is secure and managed to protect privacy.

6. Provide Service Excellence to Meet Client Needs

Linkage: Goals 1, 2, 3, 4, 5, 6, 7, 8 and 9

In support of our vision to become a Centre of Excellence and function as an empowered and flexible organization that provides the best possible service to our clients, the Ministry will:

- Clarify roles and accountabilities with our partner ministries, clients and stakeholders as a result of sharing responsibility for implementing capital projects;
- Evaluate opportunities for alternative ways of providing service;
- Improve service provision by fully integrating department functions and taking advantage of synergies within the restructured organization;
- Re-evaluate our human resource needs and develop and implement continuity planning strategies to ensure our workforce has the technical and management skills to successfully achieve our goals;
- Integrate technologies to improve business processes; and
- Effectively identify and manage risk in all our business areas.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Manage provincial transportation safety programs

GOAL ONE 1 Improve driver, vehicle, carrier, road and rail safety

What it means Infrastructure and Transportation improves driver, vehicle, carrier, road and rail safety by ensuring effective driver education services, programs and licensing standards are in place; managing driver records and high risk drivers; implementing impaired driving programs; delivering and enforcing vehicle and commercial carrier safety programs; monitoring the handling and transport of dangerous goods; and overseeing the safe operation of provincial railways.

Strategies

1.1 Implement the Alberta Traffic Safety Plan to reduce fatalities and injuries on Alberta's roadways.

1.2 Pursue initiatives to support Road Safety Vision 2010, Canada's national road safety strategy, to meet national goals and make Alberta's roads safer.

1.3 Enhance the safety of children through programs and initiatives focusing on child safety seats, bicycle helmets and other safety programs targeted to school-aged children.

1.4 Continue implementation of the Graduated Driver Licensing program to enhance the safety skills of new drivers.

1.5 Undertake safety audits at the highway planning and design stage to ensure overall integration of geometrics, traffic signals, pavement markings and other specialties, and identify rest area and roadside turnout needs in conjunction with highway improvements.

1.6 Improve commercial driver safety through driver-training initiatives, hours of service regulation, fatigue management counter measures, and development and monitoring of commercial driver profiles with other jurisdictions.

1.7 Improve highway safety by implementing enhanced elements to the national driver licensing reciprocity agreement, including implementing the Canadian Driver Licence Agreement.

1.8 Improve highway safety through Intelligent Transportation Systems, including Automated Vehicle Identification for safe commercial vehicle operators.

1.9 Ensure commercial vehicle safety through mandated periodic inspection and on-highway inspection programs.

1.10 Renew the partnership with Transport Canada to ensure that the transportation of dangerous goods, a major component of Alberta's exports, is safe and secure within Alberta.

1.11 Monitor provincial railways to ensure railway infrastructure and equipment conform to appropriate standards.

1.12 Ensure the Transportation Safety Board has the resources it needs to conduct timely, fair and impartial appeals of departmental decisions concerning road and rail safety.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Seat Belt Usage – Percentage of vehicle occupants wearing seat belts – Alberta[1]	84.9 (2003-04)	88.0	90.0	92.0
1.b Mechanical Safety of Commercial Vehicles – Percentage of inspected vehicles requiring on-site adjustments	18.8 (2004-05)	19.0	19.0	19.0
Involvement of Drinking Drivers in Casualty Collisions				
1.c Percentage of drivers involved in fatal collisions who had consumed alcohol	19.1 (2004-05)	19.0	18.9	18.7
1.d Percentage of drivers involved in injury collisions who had consumed alcohol	4.8 (2004-05)	4.6	4.4	4.4

Notes:

[1] Transport Canada conducts overall seat belt use surveys biennially. The next overall seat belt survey is scheduled for the fall of 2007. Infrastructure and Transportation will conduct comparable surveys using similar methodology in 2006 and 2008 to meet reporting requirements.

A measure for percentage of commercial vehicles involved in casualty collisions is under development. Infrastructure and Transportation is currently reviewing the Road Safety Vision 2010 sub-target, which aims at a 20 per cent decrease in road users killed or seriously injured in collisions involving commercial vehicles. The objective will be to develop a baseline and target compatible with this national sub-target and reduction strategies.

A measure of the decrease in traffic fatalities will be developed in association with the Alberta Traffic Safety Plan.

Core Business Two: Plan, develop and manage government-owned and leased infrastructure

GOAL TWO 2

Improve the safety, efficiency and effectiveness of provincial highway infrastructure

What it means The Ministry works to continually improve the provincial highway infrastructure by efficiently managing highway planning, design, construction, maintenance and rehabilitation; developing standards for provincial highways; and enforcing commercial carrier weights and dimensions. This includes developing strategic economic corridors such as the North-South Trade Corridor and the Calgary and Edmonton ring roads.

Strategies

2.1 Improve highway design, construction and preservation through innovative research on safety, engineering and Intelligent Transportation Systems.

2.2 Develop a strategy to minimize deterioration of provincial highways, thereby reducing the amount of major maintenance required.

2.3 Implement a state-of-the-art Transportation Infrastructure Management System.

2.4 Employ innovative approaches to monitor, enforce and manage truck weight, dimension and safety limits on provincial highways.

2.5 Commence rationalization of the provincial highway network in partnership with local municipalities to ensure local and provincial needs are met.

2.6 Pursue opportunities to develop cost-shared joint-use vehicle inspection stations with adjacent jurisdictions to enhance efficiencies and ensure consistency among the provinces.

2.7 Develop strategies to improve the road network in the Regional Municipality of Wood Buffalo.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Physical Condition of Provincial Highways:				
Percentage in good condition	65.5	66.0	67.0	68.0
Percentage in fair condition	23.3	23.0	22.5	22.0
Percentage in poor condition	11.2	11.0	10.5	10.0
2.b Functional Adequacy of Provincial Highways – Percentage of provincial highways that are not subject to weight restrictions and meet current engineering standards	79.4[1]	79.4	79.4	79.4
2.c Provincial Highway Paving – Remaining kilometres of graveled provincial highways to be paved[2]	620	500	430	380
2.d Construction Progress on the North-South Trade Corridor – Percentage of four-laning open to travel	82.0	88.0	90.0	91.0
2.e Ring Roads in Edmonton and Calgary – Percentage of ring roads open to travel	18.2	26.5	40.0	40.0

Notes:

[1] Criteria for functional adequacy has changed since the 2005-08 Business Plan. Completion of staged pavements has been added as a factor.

[2] Measures the kilometres of gravel provincial highways requiring paving, based on either average traffic volume of over 400 vehicles per day or to ensure surface continuity on strategic roads.

Targets for measures 2.a and 2.b are stretch targets to move the Ministry toward achieving its optimal performance objectives.

For Physical Condition of Provincial Highways, the optimum objective is 80 per cent good, 15 per cent fair, and five per cent poor. Achieving this objective would eliminate the deferred maintenance backlog with respect to pavements. The construction cost to improve per cent poor by one per cent is approximately $80 million.

The Ministry's optimum objective is to achieve a functional adequacy level of 90 per cent. Achieving this objective would eliminate the need for paving gravel highways, widening existing paved highways (for those highways where condition requires improvement), and completion of staged pavements. The construction cost to improve functional adequacy by one per cent is approximately $180 million.

GOAL THREE

3

Ensure safe and effective water management infrastructure on behalf of Environment

What it means Continue to work with Environment in effectively developing and maintaining water management infrastructure. Provision of professional, technical and management services to Environment for rehabilitation and upgrading of existing water management infrastructure, as well as the design and construction of new water management projects is also included. Projects primarily consist of dams and canals, including related environmental impact assessments.

Strategies

3.1 Complete construction of projects and continue rehabilitation of the main canal of the Carseland/Bow River system to ensure a secure water supply to the area.

3.2 Develop a multi-year rehabilitation program for Alberta Northern Erosion Control Program projects in conjunction with Environment.

3.3 Develop a program to rehabilitate provincially supported water drainage infrastructure.

3.4 Rehabilitate and maintain provincially-owned water management infrastructure through efficient planning and resource allocation.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Progress on Completion of Major Water Management Construction Projects – Percentage of Carseland/Bow River rehabilitation completed	30.0	53.0	69.0	83.0

GOAL FOUR 4 In partnership with all ministries, effectively plan and manage government-owned and leased facilities to support the delivery of government programs

What it means In partnership with all ministries, Infrastructure and Transportation is responsible for providing overall capital and operating management of government-owned and leased facilities including office space, courts, correctional facilities, warehouses, maintenance facilities, laboratories and research centres. The Ministry also plays a key role in ensuring the health and safety needs of occupants and visitors are met including maintaining good air quality in government buildings. The mandate to manage government buildings also includes an obligation to minimize the environmental impact of Ministry activities.

Strategies

4.1 Develop, maintain and implement accommodation plans to meet the priority program needs for government clients.

4.2 Address physical building and site security needs in government buildings in collaboration with program departments.

4.3 Assist other ministries and agencies in development and implementation of emergency and safety plans for government-owned and leased buildings across the province.

4.4 Ensure accessibility needs for persons with disabilities are fully considered in Ministry building design standards, policies, programs and projects.

4.5 Apply risk management and remediation initiatives to address environmental concerns at properties owned by government.

4.6 Monitor energy efficiency and operating costs of government-owned and leased facilities and make cost-effective improvements.

4.7 Incorporate best practices in indoor air quality standards and ensure appropriate processes are followed to address any incidents, such as mould, that may occur.

4.8 Minimize the net cost to government through operating the Swan Hills Treatment Centre in a safe and efficient manner.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a Physical Condition of Ministry Owned and Operated Facilities:				
Percentage in good condition	44.0	48.0	50.0	50.0
Percentage in fair condition	53.0	49.0	47.0	47.0
Percentage in poor condition	3.0	3.0	3.0	3.0
4.b Functional Adequacy of Ministry Owned and Operated Facilities – Percentage that provide functional service	85.4	88.8	91.4	91.8
4.c Average Operating Cost per Square Metre of Ministry Owned and Operated Office Space – Percentage of operating cost compared to industry average[1]	74	<90	<90	<90
4.d Energy Consumption in Ministry Owned and Operated Facilities – Consumption in megajoules per square metre	1,745	1,750	1,750	1,750

Notes:

[1] Ministry target for each year is to not exceed 90 per cent of the annual industry average.

Planned and recently completed major renovation and new construction projects will positively impact the physical condition of about 150,200 square metres of facilities which is about eight per cent of the total inventory of government-owned and operated facilities. Physical condition is projected to continue to decline for the balance of the facilities.

While it appears that the physical condition target for "fair" is decreasing and the target for "good" is increasing, there may not be an improvement in the condition of the vast majority of buildings. Rather, this is a result of the amount of new buildings added and capital project renovations being completed, which increases the overall pool of facilities in "good" condition or improves a facility from "fair" to "good" condition. Capital projects (and associated total project costs) that influence the per cent of facilities in "good" condition include:
2005-06 – Provincial Archives (12,300 m^2), Northern and Southern Alberta Jubilee Auditoriums (38,400 m^2) and Level III Biocontainment Lab (2,600 m^2);
2006-07 – Leduc Agrivalue Business Incubator (6,900 m^2);
2007-08 – Calgary Courts Centre (90,000 m^2).

For the Physical Condition of Ministry Owned and Operated Facilities the optimum target is 85 per cent in good condition.

A review of the physical condition methodology will be undertaken to develop improved planning assessment tools for building infrastructure.

Core Business Three: Partner with municipalities, boards and other government departments and agencies to plan, develop and implement infrastructure that meets local and government needs

GOAL FIVE 5 Support municipal infrastructure needs

What it means Municipalities provide a number of essential local services including water/wastewater services. In support of these municipal programs, Infrastructure and Transportation provides funding for eligible municipal water/wastewater facilities through the Water for Life program, focusing on addressing health and environmental concerns as a top priority. Developing and upgrading of transportation infrastructure is also funded through various grant programs for eligible projects. The Ministry also participates, along with municipalities and communities, in accessing federal infrastructure programs.

Strategies

5.1 Assist municipalities with water supply, water treatment, and wastewater treatment and disposal facilities through the provision of funding under the Water for Life program and an enhanced Regional Water and Wastewater Partnership Initiative, consistent with the cross-ministry Water for Life Strategy.

5.2 Continue to provide grant funding to assist Alberta municipalities with developing and upgrading infrastructure through the Basic Capital Grant, Cities Special Transportation Grant, the Streets Improvement Program, and the Rural Transportation Partnership.

5.3 Provide the cities of Edmonton and Calgary with annual transportation funding based on five cents per litre of fuel delivered within their boundaries.

5.4 Administer the Resource Road Program to assist rural municipalities, towns and villages that experience resource and new industry-based traffic.

5.5 Continue to provide grant funding under the Federal Funding for Cities and Communities program, administer the Infrastructure Canada-Alberta Program and the Municipal Rural Infrastructure Fund.

5.6 Administer the $3 billion Municipal Infrastructure Program to upgrade municipal water, wastewater, transportation and other infrastructure facilities.

Performance Measure	Last Actual (2003)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Client Satisfaction Survey – Percentage of municipal clients satisfied with overall quality of service	95.0	n/a	94.0	n/a

Notes:

n/a Client Satisfaction Survey is conducted every two years and is based on calendar year. Respondents rate satisfaction based on a scale of one to six, one being very dissatisfied and six being very satisfied. The next survey will be conducted in 2006 based on the 2005 calendar year.

Development of a measure to determine the performance of municipal infrastructure is underway.

GOAL SIX 6

Collaborate with other ministries in the development and preservation of schools, post-secondary institutions and health facilities through the provision of technical expertise and project management services

What it means The Ministry works in partnership with other ministries, including Health and Wellness, Education, Advanced Education and Seniors and Community Supports to ensure existing and future government supported facilities meet the needs of Albertans. To do this, Infrastructure and Transportation manages project implementation and provides a wide range of technical expertise to ensure that facility solutions take into account program delivery needs, life-cycle costing, new technologies and building designs, and efficient operating costs. Effective preservation of existing infrastructure is also paramount in this goal.

Strategies

6.1 Partner with program ministries and stakeholder boards to implement approved projects identified in the 2006-09 Capital Plan. Major projects to support research and development and increase medical instructional capacity include the Health Research Innovation Centres at the Universities of Calgary and Alberta, and the Health Sciences Ambulatory Learning Centre in Edmonton.

6.2 Work with program ministries, school boards, post-secondary institutions, and health regions in updating long-term capital plans by providing expertise in areas such as life-cycle costing, new technologies, design standards, and detailed project costing.

6.3 Offer a wide range of technical expertise and project management services to clients to ensure the most appropriate facility solution is implemented to support program delivery needs.

6.4 Work with Education to continue to assess the facility solutions required to implement the recommendations flowing from Alberta's Commission on Learning, particularly class sizes and new classroom technologies.

6.5 Provide support to Seniors and Community Supports and Health and Wellness in responding to the facility-related recommendations from the Task Force on Continuing Care Health Services and Accommodation Standards. In consultation with stakeholders, update existing building standards for long-term care facilities, seniors' lodges and publicly funded supported living facilities.

6.6 Implement health infrastructure and innovation strategies to support health system improvements.

6.7 With program ministries, redefine roles and responsibilities to implement the new framework of sharing common responsibility for implementing capital projects.

6.8 Undertake facility evaluations to monitor and report on the condition of schools, post-secondary institutions and health facilities to support the planning process and identify the preservation needs to ensure taxpayer investment is protected.

6.9 Finalize space classification data with post-secondary institutions and Advanced Education for use in the planning process.

6.10 Update and maintain guidelines for costs and space for supported facilities to reflect the impact of construction cost escalation.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
6.a Health Facilities – Physical Condition:				
Percentage in good condition	71.0	72.0	72.0	72.0
Percentage in fair condition	25.0	24.0	24.0	24.0
Percentage in poor condition	4.0	4.0	4.0	4.0
6.b Schools – Physical Condition:				
Percentage in good condition	61.0	65.0[a]	70.0[a]	75.0
Percentage in fair condition	36.0	32.0	28.0	23.0
Percentage in poor condition	3.0	3.0	2.0	2.0
6.c Post-Secondary Institutions – Physical Condition:				
Percentage in good condition	54.0	55.0	55.0	55.0
Percentage in fair condition	35.0	35.0	34.0	33.0
Percentage in poor condition	11.0	10.0	11.0	12.0
6.d Client Satisfaction Survey – Level of satisfaction indicated by Boards (based on a scale of 1 to 6)	4.8 (2003)	n/a	5.0	n/a

Notes:

[a] Targets have been restated from the 2005-08 Business Plan.

Targets are based on the following assumptions:

- Required additional funding will be secured for infrastructure maintenance.
- This funding will be directed toward upgrading existing capital infrastructure.
- The current process being used to re-evaluate school facility condition will continue, and further schools will be evaluated.

n/a Client Satisfaction Survey is conducted every two years and is based on calendar year.

A review of the physical condition methodology will be undertaken to develop improved planning assessment tools for building infrastructure.

A post-secondary facility utilization measure is under development to measure the gross supported space per full load student within the post-secondary system.

GOAL SEVEN 7 Provide cross-ministry leadership and support to priority government programs and initiatives

What it means Supporting the Government of Alberta's Vision and Strategic Business Plan involves working with other ministries on initiatives of mutual interest and government-wide infrastructure needs. Infrastructure and Transportation leads the Capital Planning Initiative in developing a long-term capital plan for the province. Also, as part of its role in overseeing government's facility and land portfolio, the Ministry works with client departments, and some boards and agencies, to lease required space, acquire properties, divest surplus underutilized properties, and provide real estate and land planning services.

Strategies

7.1 Lead the Government of Alberta's top priority, Building Infrastructure for Our Future, and coordinate prioritization of all capital needs that become part of future government Capital Plans.

7.2 Collaborate with stakeholders to explore opportunities for multi-use facilities and continue to pursue alternative financing opportunities, such as public-private partnerships, where cost effective and feasible.

7.3 Acquire or lease property as appropriate to client needs.

7.4 Sell or divest surplus and underutilized properties and take a lead role in providing services for the disposal of properties for all government ministries.

7.5 Plan, develop and administer the Edmonton and Calgary Transportation and Utility Corridors.

7.6 Enhance environmental protection in the province by supporting the creation of a single-regulator system for developments affecting land, water or air.

7.7 Contribute to the water strategy and climate change initiatives.

7.8 Support the Government of Alberta's top priority of Building Aboriginal Self-sufficiency by providing opportunities for Aboriginal people to participate in Ministry projects undertaken on their lands; aid in development of traffic safety strategies appropriate to their needs; and provide accommodation needs to support delivery of programs.

7.9 Support government priorities for Albertans through delivery of key initiatives such as the Natural Gas Rebate Program.

Performance Measure	Last Actual (2003)	Target 2006-07	Target 2007-08	Target 2008-09
7.a Client Satisfaction Survey – Real estate quality of service rating (based on scale of 1 to 6)	5.0	n/a	5.2	n/a

Note:

n/a Client Satisfaction Survey is conducted every two years and is based on calendar year.

GOAL EIGHT 8 Efficiently manage the government's air and vehicle fleets

What it means Infrastructure and Transportation is responsible for delivering safe and reliable transportation services to government ministries, boards and agencies. This involves partnering with private sector service providers for light-duty vehicles, as well as managing the remaining government-owned light-duty vehicles. The Ministry also manages government aircraft and continues to provide safe, responsive and cost-effective air transportation services.

Strategies

8.1 Continue to work with the private sector vehicle fleet service provider to meet the transportation needs of government departments, boards and agencies and effectively plan for future retirement or replacement of vehicles.

8.2 Continue to evaluate and incorporate new safety systems and technologies into aircraft fleet and maintenance and ensure training methods for maintenance and flight crews reflect those of best industry practice.

8.3 Determine the needs of government and evaluate fleet requirements based on those needs. If necessary, develop and implement a strategy to replace or upgrade aircraft to deliver long-term, safe and fiscally responsible air transportation.

Performance Measures	Last Actual (2003)	Target 2006-07	Target 2007-08	Target 2008-09
8.a Client Satisfaction Survey – Vehicle users quality of service rating (based on scale of 1 to 6)	5.1	n/a	5.0	n/a
8.b Client Satisfaction Survey – Air transportation passengers quality of service rating (based on scale of 1 to 6)	5.6	n/a	5.6	n/a

Note:

n/a Client Satisfaction Survey is conducted every two years and is based on calendar year.

Core Business Four: Represent Alberta's interests in transportation policy

GOAL NINE 9 Work with stakeholders and other jurisdictions to develop and promote policies in support of efficient transportation

What it means Through partnering with other levels of government and stakeholder groups, this goal supports development of a national transportation strategy; commercial carrier standards; continuation of barrier-free transportation initiatives; and other program and policy initiatives related to all modes of transportation.

Strategies

9.1 Work with stakeholders and municipalities to ensure appropriate transportation infrastructure investment to maintain efficient and integrated networks and supply chains.

9.2 Develop access routes and inter-modal trade corridors to better connect Alberta shippers to the United States and other world markets.

9.3 Continue negotiations with the Tsuu T'ina Nation to extend the Southwest Calgary ring road.

9.4 Work with partners and stakeholders in developing strategies to improve access for persons with disabilities and seniors, including transportation facilities and systems and barrier-free access in all planned infrastructure construction projects.

9.5 Work with the federal government to deliver the Strategic Highway Infrastructure Program and Canada Strategic Infrastructure Fund to support the development of trade highways in Alberta.

9.6 Develop a Strategic Transportation Vision providing a long-term (up to 30-year) view of transportation in Alberta and Western Canada, taking into account projected urban and rural growth patterns, safety, resource development and intelligent transportation systems research and planning.

9.7 Develop transportation infrastructure in support of northern economic development.

9.8 Collaborate with the aviation industry and federal government to provide input to the National Aviation Strategy.

9.9 Work with stakeholders and other jurisdictions in negotiating and developing effective and harmonized motor carrier regulations across Canada.

9.10 Pursue a regional safety weight threshold for the inclusion of commercial vehicles in the National Safety Code.

9.11 Continue efforts to harmonize vehicle weight and dimensions with western provinces, territories and Alaska.

9.12 Participate in developing a comprehensive multi-modal national transportation strategy to improve international competitiveness.

Performance Measures

Notes:
A barrier-free performance measure has been piloted and baseline data is being collected to indicate the effectiveness of Infrastructure and Transportation's programs as they relate to barrier-free projects.

A stakeholder satisfaction survey is being developed to assess the level of satisfaction with how well stakeholder interests are being represented in federal negotiations.

CORPORATE STRATEGIES

The Ministry is committed to a positive and healthy work environment, and strengthening business practices through continuous improvement and excellence in service delivery. Successful delivery of the Ministry's core businesses depends on building and maintaining a strong and flexible organization and infrastructure with the knowledge and capacity to respond to changing business needs. The Ministry's Corporate Strategies support achievement of all Ministry goals, and include:

- Conduct business reviews and develop workforce planning strategies to fully integrate Ministry functions, achieving organizational synergies within a regionalized environment, and meet current and future needs through a competent and committed workforce.
- Collaborate with clients, partners and stakeholders to clarify roles and accountabilities.
- Integrate Ministry information technology systems to ensure systems support critical business needs, and continue to assess where new technologies can be utilized to enhance programs and service delivery.
- Continue to develop and improve the Building and Land Infrastructure Management System to enhance planning and management of ministry owned and supported facilities.
- Develop a Risk Management Framework to identify and manage risk in all business areas.
- Develop a long-term Strategic Plan to guide Ministry activities for the next 10 years and beyond.
- Expand the Environmental Management System for the Ministry to identify and manage environmental impacts associated with the Ministry's products, services and activities.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2004-05 Actual	Comparable 2005-06 Budget	Comparable 2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Manage provincial transportation safety programs	31,911	31,007	34,854	38,439	37,899	37,899
Plan, develop and manage government-owned and leased infrastructure	1,194,875	1,259,176	1,749,678	1,431,304	1,373,441	1,470,823
Partner with municipalities, boards and other government departments and agencies to plan, develop and implement infrastructure that meets local and government needs	432,584	1,060,691	1,132,323	1,078,527	1,131,647	1,138,747
Represent Alberta's interests in transportation policy	2,849	3,463	3,470	3,097	3,077	3,077
MINISTRY EXPENSE	1,662,219	2,354,337	2,920,325	2,551,367	2,546,064	2,650,546

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2004-05 Actual	Comparable 2005-06 Budget	Comparable 2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	195,083	180,000	180,000	175,000	175,000	175,000
Transfers from Government of Canada	26,445	92,691	124,426	124,800	111,300	95,400
Premiums, Fees and Licences	21,009	13,920	15,920	13,920	13,920	13,920
Other Revenue	55,979	45,686	45,118	34,608	28,204	28,170
MINISTRY REVENUE	298,516	332,297	365,464	348,328	328,424	312,490
EXPENSE						
Program						
Ministry Support Services	47,209	46,599	47,308	45,488	43,488	43,488
Government Operations	282,161	278,793	302,040	312,009	312,009	312,009
Provincial Highway Systems and Safety	351,250	346,119	355,680	334,327	333,160	427,495
Strategic Economic Corridor Investment Initiative	-	-	-	3,800	3,800	-
Municipal Support Programs	380,796	1,017,180	1,088,501	1,042,200	1,096,200	1,103,300
Other Programs and Services	329,516	345,596	803,296	468,671	388,671	388,671
Non-Cash Items	271,287	320,050	323,500	344,872	360,772	357,372
Total Program Expense	1,662,219	2,354,337	2,920,325	2,551,367	2,538,100	2,632,335
Debt Servicing Costs						
Department	-	-	-	-	7,964	18,211
MINISTRY EXPENSE	1,662,219	2,354,337	2,920,325	2,551,367	2,546,064	2,650,546
Gain (Loss) on Disposal and Write Down of Capital Assets	10,120	-	-	-	-	-
NET OPERATING RESULT	(1,353,583)	(2,022,040)	(2,554,861)	(2,203,039)	(2,217,640)	(2,338,056)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Revenue	298,516	332,297	365,464	348,328	328,424	312,490
Inter-ministry consolidation adjustments	(198,473)	(183,908)	(183,240)	(178,530)	(178,530)	(178,530)
Consolidated Revenue	100,043	148,389	182,224	169,798	149,894	133,960
Ministry Program Expense	1,662,219	2,354,337	2,920,325	2,551,367	2,538,100	2,632,335
Inter-ministry consolidation adjustments	(3,390)	(3,908)	(3,240)	(3,530)	(3,530)	(3,530)
Consolidated Program Expense	**1,658,829**	**2,350,429**	**2,917,085**	**2,547,837**	**2,534,570**	**2,628,805**
Ministry Debt Servicing Costs	-	-	-	-	7,964	18,211
Consolidated Expense	1,658,829	2,350,429	2,917,085	2,547,837	2,542,534	2,647,016
Gain (Loss) on Disposal and Write Down of Capital Assets	10,120	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(1,548,666)	(2,202,040)	(2,734,861)	(2,378,039)	(2,392,640)	(2,513,056)

CAPITAL INVESTMENT BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Manage provincial transportation safety programs	914	1,464	1,464	1,484	1,504	1,504
Plan, develop and manage government-owned and leased infrastructure	645,048	818,175	865,354	1,275,482	1,004,781	1,631,855
Partner with municipalities, boards and other government departments and agencies to plan, develop and implement infrastructure that meets local and government needs	1,737	2,999	2,999	2,969	2,989	2,989
MINISTRY CAPITAL INVESTMENT	647,699	822,638	869,817	1,279,935	1,009,274	1,636,348

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable					
	2004-05	2005-06	2005-06	2006-07	2007-08	2008-09
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Support Services	9,694	9,870	9,870	11,870	13,870	13,870
Government Operations	157,268	215,166	239,911	144,193	96,053	111,901
Provincial Highway Systems and Safety	174,016	146,185	175,504	375,958	169,758	326,523
Strategic Economic Corridor Investment Initiative	259,060	339,433	321,248	450,748	538,240	1,125,707
Municipal Support Programs	314	1,050	1,050	1,000	1,000	1,000
Other Programs and Services	39,347	27,634	38,934	147,766	74,253	57,347
Alternatively Financed Projects	8,000	83,300	83,300	148,400	116,100	-
MINISTRY CAPITAL INVESTMENT	647,699	822,638	869,817	1,279,935	1,009,274	1,636,348

Innovation and Science

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Victor Doerksen, *Minister of Innovation and Science*
March 1, 2006

THE MINISTRY

The Ministry includes:

- Department of Innovation and Science
- Alberta Research Council Inc.
- iCORE Inc. (Alberta Informatics Circle of Research Excellence)

The Minister of Innovation and Science is responsible for the Alberta Science and Research Authority and its associated institutes including: Alberta Agricultural Research Institute; Alberta Energy Research Institute; Alberta Life Sciences Institute; Alberta Information and Communications Technology Institute, and Alberta Forestry Research Institute. The Minister of Innovation and Science also has responsibility for legislation pertaining to the Alberta Heritage Foundation for Medical Research and the Alberta Heritage Foundation for Science and Engineering Research (operating under the trade name "Alberta Ingenuity Fund").

VISION

Alberta prospers through innovation.

MISSION

To enhance the contribution of innovation, science, research and development and its application to the sustainable prosperity and quality of life of all Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

This business plan is aligned with and directly supports the achievement of Goal One of the 2006-09 Government of Alberta 3-Year Business Plan:

Goal 1: Alberta will have a diversified and prosperous economy.
Ministry activities aim at growing the knowledge-based economy in Alberta and adding value to important resource-based industries like energy, agriculture and forestry, to ensure Alberta's long-term prosperity.

Further activities outlined in this business plan support the achievement of goals pertaining to learning, global competitiveness, health, and the environment in the 2006-09 Government of Alberta Strategic Business Plan.

Innovation and Science activities support the first strategic opportunity identified in *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta.*

Strategic Opportunity 1: Unleashing Innovation
This business plan reflects strategies to strengthen Alberta's capacity for innovation, with an emphasis on: building the capability and capacity of Alberta's research system; building excellence in three strategic priority areas (energy, information and communications technologies (ICT) and life sciences); developing, attracting and retaining highly qualified professionals; encouraging technology commercialization; and fostering the growth of knowledge-based industries.

The Ministry also supports other opportunities such as Leading in Learning and Competing in a Global Marketplace through its activities.

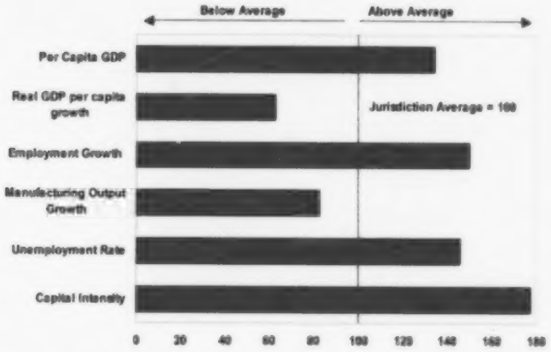
SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Opportunities:

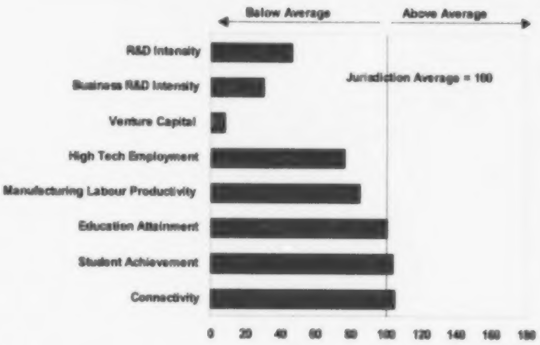
- The Government of Alberta has put a clear priority on developing value-added sectors of the economy. Ministry activities are aligned with government's value-added strategy, Securing Tomorrow's Prosperity.
- Making investments in the strategic priority areas of energy, information and communications technologies and life sciences that will build capacity for long-term prosperity.
- Responding to provincial initiatives reflected in the government's strategies: Water for Life: Alberta's Strategy for Sustainability, the Climate Change Strategy and the Rural Development Strategy.
- Building on Alberta's strengths in strategic priority areas. Alberta is well positioned to leverage federal investment in support of provincial priorities.
- Building on the capability of post-secondary institutions to develop, attract and retain highly skilled people needed to support the growth of a knowledge-based economy in Alberta.
- Encouraging greater industry investment in research and innovation. Industry plays a critical role in the innovation system, taking new ideas and turning them into new products, processes and services in the global marketplace.
- Ensuring that the appropriate infrastructure is in place to support applied research and successful commercialization of new products and services.
- Bringing together the right mix of management mentorship and access to capital to encourage and sustain new entrepreneurial ventures.

Alberta is a player in an intensely competitive global economy. Improving Alberta's innovation capacity is critical to ensuring the province's long-term economic competitiveness and quality of life.

Alberta's Performance: Economic Indicators



Alberta's Performance: Innovation Indicators



Source: Benchmarking Alberta in the Knowledge-Based Economy (Alberta Economic Development), December 2005
Based on comparison with top performers in Canada, the U.S.A., and Europe. Comparison jurisdictions were chosen on the basis of strong relative economic and innovation performance, and size and structural similarities with Alberta.

Challenges:

- Alberta needs to grow the number of knowledge-based companies; increase the value-added output from traditional resource-based industries; increase its ability to attract and grow research-intensive enterprises; and increase the application of science and technology to find solutions to environmental, health and unique industrial challenges.
- Alberta needs to identify key niches where it already has a comparative advantage within its broad areas of strategic priority, thus necessitating building a foresight capability and a better appreciation of Alberta's strengths within a global context.
- Alberta must also address the challenges relating to a paucity of business and marketing skills to finance and commercialize new technologies; access to early stage capital; the alignment of programs to build on sustainable strengths; and to nurture "centres of innovation excellence" that bridge research institutions and industry.

Only through addressing these challenges and embracing the opportunities will Alberta truly unleash its innovation potential and enhance Albertans' quality of life.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

Unleashing Innovation

The Ministry is championing and leading efforts to Unleashing Innovation – one of the strategic opportunities of the Government of Alberta's 20 Year Strategic Plan. The Alberta Science and Research Authority (ASRA) will play a critical advisory role in identifying science and technology opportunities and key policies for innovation.

The Ministry supports the top-up of the Alberta Ingenuity Fund to $1 billion which is needed to support strategic priorities.

The strategies cited below will enable Innovation and Science to achieve its goals and contribute to the implementation of the overall strategies of the Government of Alberta. All goals mentioned below link to Goal 1 "Alberta will have a diversified and prosperous economy" in the *Government of Alberta 3-Year Business Plan*.

Linkage: Goal 1

- Support the continuing implementation of the government's value-added strategy, Securing Tomorrow's Prosperity.
- Implement the strategy, Accelerating Innovation in Alberta.
- Position the Alberta Research Council (ARC) as a key enabler in supporting the pre-commercial and commercial development needs of Alberta business.
- Encourage innovation within the Government of Alberta by administering competitions under the Innovation Program.

Goal 2

- Support post-secondary institutions in building research capacity in areas of strategic priorities.
- Work with partners in the National Institute of Nanotechnology to make Alberta one of the world's foremost locations for nanotechnology research and innovation.

Goal 3

- Implement the Alberta Energy Innovation Strategy.
- Collaborate nationally with stakeholders, using EnergyINet as a key vehicle through which energy research and innovation investments in six strategic priority areas are pursued.

Goal 4

- Constitute the Alberta ICT Institute and commence the update of the ICT Strategy.
- Continue to attract and grow a critical mass of outstanding researchers and graduate students through iCORE Inc.
- Facilitate growth of ICT industrial sectors.

Goal 5

- Develop a coordinated water research in support of *Water for Life: Alberta's Strategy for Sustainability*.
- Establish a strong genomics research and innovation program in Alberta.
- Facilitate growth of life sciences industrial sectors

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business: Innovation

The government's Strategic Plan, *Today's Opportunities, Tomorrow's Promise*, has identified Unleashing Innovation as a strategic opportunity on which government efforts will be focused over the next 20 years. Innovation and Science is leading and championing Government of Alberta efforts to unleash innovation. Ministry activities are grouped under a single core business – Innovation.

Ministry efforts are focused on:

- Accelerating innovation in Alberta, with emphasis on increasing commercialization of research and industry growth;
- Encouraging and supporting innovation within the Government of Alberta;
- Building the capability and capacity of the research system, and
- Building research excellence in the strategic priority areas of energy, ICT and life sciences.

During 2006-09, Innovation and Science will lead a coordinated effort with other ministries to implement the approved strategy, Accelerating Innovation in Alberta. Endorsement of the recommendations reflects a commitment by government to strategically invest in the knowledge-based economy by adopting a policy target to move toward investing up to 5% of the Government of Alberta's annual budget in support of its innovation agenda, over the next ten years.

These efforts will position Alberta to capitalize on the opportunities in the knowledge economy.

The Ministry is building a foundation for the long-term prosperity of the province by building excellence in the strategic priority areas. Over the last several years, the Ministry collaborated with partners to develop a number of strategies that serve to strengthen Alberta's innovation capacity:

- Accelerating Innovation in Alberta
- The Alberta Energy Innovation Strategy
- Growing our Future: An Integrated Life Sciences Strategy for Alberta
  - The Agriculture Research and Innovation Strategic Framework (developed by the Alberta Agricultural Research Institute in partnership with Agriculture, Food and Rural Development)
  - The Forestry Research Strategic Plan (developed by the Alberta Forestry Research Institute)
- Information and Communications Technology: A Strategy for Alberta

The five goals contained in this business plan reflect the implementation of these strategies.

GOAL ONE 1 Implement innovation

What it means Investments in research result in innovative ideas, products and processes that, if commercialized successfully for the global marketplace, have the potential to yield significant economic and social benefits for the province. The Ministry is working to create an environment where great ideas are more likely to be developed and brought to market in Alberta, with a focus on: supporting applied research and development; strengthening the technology commercialization system; encouraging business growth in priority sectors, and encouraging innovation within the Government of Alberta.

Key outcomes associated with this goal:

- Increased application and commercialization of energy, ICT, and life sciences research in Alberta.
- Growth in Alberta's ICT and life sciences sectors.
- Increased implementation of innovative initiatives to enhance Government of Alberta service delivery and to facilitate the application of new knowledge in Alberta.

Strategies

1.1 Work with partners to support the implementation of the strategy, Accelerating Innovation in Alberta.

- Work with partners to ensure there are adequate bridging/linking mechanisms to help industry work with the research community to effectively apply knowledge resulting from research activities.
- Work collaboratively with Economic Development and other partners to facilitate access to sources of appropriate management assistance/mentoring and entrepreneurial coaching skills to technology start-up and small businesses.
- Provide and support the establishment of facilities, equipment, test beds and expertise to help develop and commercialize new products, processes and services, through investment in organizations, such as ARC, TR*Labs* and the Banff New Media Institute.
- Position the Alberta Research Council as a key enabler in supporting the pre-commercial and commercial development needs of Alberta business; providing facilities and expertise to support product testing and development in strategic priority areas; assisting and supporting firms to commercialize new technology in pursuit of viable global markets, and improving investment readiness of smaller emerging and start-up companies.

1.2 Work with Finance and Economic Development to enhance the competitiveness of Alberta's business environment with respect to encouraging technology commercialization and adoption.

1.3 Work with ministries, industry and research institutions to identify and market business opportunities, attract and encourage seed venture funding from industrial partners, and promote the Alberta Advantage in priority areas.

1.4 Work with partners to encourage expatriates and skilled workers to locate in Alberta.

1.5 Reinforce the need for innovation within the Government of Alberta and provide essential funding support for projects that meet the Innovation Program requirements, criteria and expectations.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Percentage of Government of Alberta Expense used to support innovation	1.42% (2004-05)	Increasing up to 5%, as affordable, by 2015.		
1.b Number of Albertans employed in knowledge-intensive (high-tech) companies	111,300 (2004)	117,000	120,200	123,803
1.c Albertans employed in knowledge-intensive (high-tech) companies as a percentage of Albertans employed in all companies	6.3% (2004)	6.4%	6.5%	6.6%
1.d Percentage of Canadian venture capital invested in strategic priority areas	1.5% (2004)	3.1%	3.2%	3.3%
1.e Alberta Business Expenditures on Research and Development ($million)	782 (2003)	818	854	890

Sources:

1.a Innovation and Science Annual Innovation Review and Government of Alberta Annual Reports.
1.b Economic Development, Alberta Business Monitor.
1.c Economic Development, Alberta Business Monitor.
1.d Thomson Macdonald, VC Reporter
1.e Statistics Canada, Service Bulletin Science Statistics.

GOAL TWO 2 Build research capacity in areas of strategic priority

What it means A critical building block supporting innovation is strong research capability at Alberta universities, colleges and technical institutes. The Government of Alberta's commitment to supporting scientific excellence, and its focus on Alberta's strategic research priorities: energy, information and communication technology and life sciences, will ensure that critical mass and capacity is achieved in key areas. Alberta's investments will continue to attract research funding from industry and federal sources, and will result in a number of unique partnerships focused on building the research capacity of Alberta's innovation system. This goal reflects the vital importance of developing, attracting and retaining high quality people who possess the scientific, technical and entrepreneurial skills needed in an innovative, knowledge-based economy.

Key outcomes associated with this goal:

- A skilled workforce to support research and innovation.
- Internationally recognized research capabilities in areas of strategic priority for long-term growth.
- A supportive environment that encourages innovation, collaboration and networks.

Strategies

2.1 Provide support to recruit and retain highly qualified and effective scientific personnel at Alberta public research institutions.

2.2 Strengthen Alberta's scientific capacity to support areas of strategic importance through investing in Alberta's publicly-funded research infrastructure. Examples include nanotechnology, genomics/proteomics, bioinformatics and wireless communications technologies.

2.3 Encourage greater investment in Alberta's research and innovation priorities from industry and federal government sources.

2.4 Coordinate research and innovation-related investments, policies and programs by collaborating with other ministries and public institutions. For example, support Education and Advanced Education in their studies of the needs relative to the skills required to support innovation.

2.5 Work with the Alberta Heritage Foundation for Medical Research and the Alberta Ingenuity Fund to align efforts towards provincial priorities, with an increased focus on technology commercialization.

2.6 Promote science and technology awareness within Alberta, including encouraging youth to enter careers in science and technology. As a cornerstone, provide ongoing support to the Science Alberta Foundation for the work they accomplish with children, youth, teachers and communities to promote science awareness.

2.7 Promote Alberta's strengths in science and technology both nationally and internationally.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Total sponsored research revenue attracted by Alberta universities ($million)	650	750	793	836
2.b Total sponsored applied research revenue attracted by Alberta technical institutes and colleges ($million)	1.2	1.2	1.2	1.2

Sources:

2.a Innovation and Science, Research Funding at Alberta Universities 2004-2005 Report.
2.b Innovation and Science.

GOAL THREE 3 Accelerate innovation in the energy sector

What it means Energy, directly or indirectly, accounts for about half of the Alberta economy and contributes to more than 25 per cent of the revenue of the Government of Alberta. The Alberta Energy Research Institute (AERI) developed the Alberta Energy Innovation Strategy to strategically secure Alberta's position for the future – to create value from our energy resources, improve environmental performance and build a strong economy. As part of the Energy Innovation Strategy, AERI supports other government technology priorities, such as the Alberta's Climate Change Plan (Environment), the Innovative Energy Technology Program (Energy) and Value Added Strategy (Economic Development). To implement the Alberta Energy Innovation Strategy, AERI and its stakeholders have brought together interested public and private sector partners from across Canada to collaborate in supporting advanced energy research and innovation programs through the Energy Innovation Network (EnergyINet).

Key outcomes associated with this goal:

- Projects initiated through EnergyINet.
- Internationally recognized research capabilities in areas of strategic importance.
- Increased collaboration among energy research performers and energy producers.
- Increased joint investments in energy research by industry, the federal government and Alberta.

Strategies

3.1 Collaborate nationally with stakeholders using EnergyINet as a key vehicle to pursue energy research and innovation investments in six strategic priority areas, i.e. oil sands upgrading, clean carbon/coal, CO_2 management, improved recovery, alternate and renewable energy, and water management.

3.2 Provide applied research and development to support technology commercialization and adoption of technologies.

3.3 Lead crosscutting initiatives in competitive intelligence, technology transfer/commercialization and capacity building.

3.4 Enhance the capacity for energy innovation through strong university, provincial and federal research organization-based programs and high quality research teams that support the six strategic priority areas.

3.5 Ensure alignment with industry and other government ministries to promote technology advances in energy and to collaborate in the development and implementation of energy innovation programs with other providers within Canada, the United States and elsewhere.

3.6 Support the Innovative Energy Technology Program and field pilot projects that advance the deployment of new energy technologies.

3.7 Promote industry collaboration and maintain close working relationships with associations, such as the Petroleum Technology Alliance of Canada, the Canadian Clean Power Coalition, the Canadian Oil Sands Network for Research and Development, the Canadian Energy Research Institute, Canadian Association of Petroleum Producers and Climate Change Central.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Ratio of private and other public investments in energy research to Government of Alberta (GOA) investments in energy research	2.37	2.50	2.50	2.50
3.b Investment in energy research ($million)				
• Non-GOA investment in energy research	34.8	53.8	53.2	53.2
• GOA Investment in energy research	14.2	21.5	21.3	21.3

Sources:

3.a Innovation and Science, Strategic Investment Research Database.
3.b Innovation and Science, Alberta Energy Research Institute.

GOAL FOUR 4

Accelerate innovation in the information and communications technology sector

What it means Information and communications technology (ICT) is vital to Alberta's economic future and will play a key role in improving all sectors of the Alberta economy. Through iCORE Inc., the Ministry is attracting and growing a critical mass of outstanding researchers and graduate students in computer science, electrical and computer engineering, and other ICT related disciplines.

Key outcomes associated with this goal:

- A skilled workforce to support ICT research and innovation and other sectors of the Alberta economy.
- Internationally recognized research capabilities and business competencies in areas of strategic importance.
- An environment that supports and encourages innovation in ICT research, through collaborative research, development and technology commercialization.
- Facilitate the growth of ICT industrial sectors.

Strategies

4.1 Update the ICT Strategy for Alberta.

4.2 Lead and guide ICT research and innovation to grow the ICT industry.

4.3 Build clusters of internationally recognized research teams in areas of ICT in which Alberta companies are able to be global leaders, for example: networks and wireless, artificial intelligence and machine learning, computational and integrative science (e.g., systems biology), new computational models such as nanodevices and quantum computing.

4.4 Work with industry to encourage and grow their support of ICT research at Alberta universities.

4.5 Collaborate with government partners such as Alberta Ingenuity, Advanced Education and the universities to increase the number of Alberta advanced graduates from ICT related fields of study.

4.6 Increase and nurture collaboration between public research institutions, industry, the investment community and academia in Alberta and other jurisdictions.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a iCORE Awards (Totals include "new")				
• New Research Chairs, Industry Chairs and Professors	4	3.2	3.2	3.2
• Total Active Research Chairs, Industry Chairs and Professors	21	24.2	27.4	24
• New Graduate Student Scholarships	101	80	80	80
• Total Active Graduate Student Scholarships	313	200	200	200
4.b Ratio of private and other public investments in ICT research to GOA investments in ICT research	1.64	1.95	1.95	1.95
4.c Investment in ICT research ($million)				
• Non-GOA investment in ICT research	44.3	40.7	40.7	40.7
• GOA investment in ICT research	31.9	20.9	20.9	20.9

Sources:

4.a iCORE Inc.

4.b iCORE Inc. and Strategic Investment Research Database.

4.c iCORE Inc. and Strategic Investment Research Database.

GOAL FIVE 5

Accelerate innovation in the life sciences sector

What it means Life sciences is the growing understanding of living things and the use of that understanding to produce benefits for Albertans. Growing Our Future: An Integrated Life Sciences Strategy for Alberta is the provincial government's plan to grow Alberta's life sciences sector and is reflected in the strategies under this goal. The newly created Alberta Life Sciences Institute will lead the ongoing implementation of the Life Sciences Strategy. Alberta is focusing on cross-sectoral strategic priority areas: bioproducts, health and nutrition, platform technologies, sustainable resource management, prion science as well as water sustainability and safety. Innovation in these strategic priority areas will support and augment the agriculture, energy, environment, forestry and health sectors. By building excellence in life sciences research and development, Alberta will increase its economic returns, develop a renewable economy, improve quality of life, and create a more sustainable future for Albertans. In alignment with the Life Sciences Strategy, the Alberta Agricultural Research Institute and the Alberta Forestry Research Institute have complementary strategies through which they are implementing sector specific activities in collaboration with industry and other research organizations, such as the Alberta Research Council.

Key outcomes associated with this goal:

- A comprehensive approach to link and coordinate agriculture, environment, forestry, health, water research and innovation.
- A skilled workforce to support new and existing life sciences industries.
- Internationally recognized research and innovation capabilities and competencies in areas of strategic importance.
- Research and innovation that contributes to the sustainable growth of the agriculture and food sector.
- Research and innovation that increases the global competitiveness and sustainability of Alberta's forestry sector.
- Life sciences development that is in accord with Albertan values and goals.
- An environment that encourages innovation and collaborative life sciences networks.
- Facilitate growth of life sciences industrial sectors.

Strategies

5.1 Lead and guide life sciences research and innovation to grow the life sciences industry

5.2 Consolidate, coordinate and align current investments, and guide future investments in water research through an established water research strategy in support of *Water for Life: Alberta's Strategy for Sustainability*.

5.3 Implement a life sciences strategic business plan to lead and align research and innovation priorities and investments with industry and research organizations focusing on development of cross-disciplinary opportunities in agriculture, environment, forestry, and health research in the strategic priority areas of:

a) Sustainable Resource Management

b) BioProducts

c) Health and Nutrition

d) Platform Technologies

e) Water Sustainability and Safety

f) Prion Science

5.4 Develop mechanisms to attract, train and retain high quality people in the focus areas identified for Alberta life sciences.

5.5 Promote industry collaboration and engage with national and international research and development organizations, encouraging increased investment (private and public) in the identified focus areas of life sciences through the development of networks.

5.6 Complete and implement a provincial bioenergy strategy, including demonstration projects that encourage rural development.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Ratio of private and other public investments in life sciences research to GOA investments in life sciences research	1.71	2.27	2.27	2.27
5.b Investment in life sciences research ($million)				
• Non-GOA Investment in life sciences research	84.1	64.0	64.0	64.0
• GOA investment in life sciences research	27.0	28.2	28.2	28.2

Source:
Innovation and Science, Strategic Investment Research Database.

CORPORATE ACTIVITIES

TRACKING EMPLOYEE SATISFACTION/UNDERSTANDING OF CONTRIBUTION

The Ministry will continue to track employee satisfaction and understanding of their contribution to the Ministry Business Plan.

Supplemental Information	Last Actual (2005-06)	Target 2006-07	Target 2007-08	Target 2008-09
Percentage of employees who know and understand how their work contributes to the achievement of their department business plan	78%	100%	100%	100%
Percentage of employees who are very/somewhat satisfied with their employment at Innovation and Science/Government of Alberta	82%	95%	95%	95%
Percentage of employees who agree that Innovation and Science provides the support they need to acquire or develop knowledge and skills in their current job	70%	85%	85%	90%
Percentage of employees indicating that their organization provides expected outcomes for their work	67%	85%	85%	90%
Percentage of employees indicating that their organization helps them know and understand how well they are performing	64%	85%	85%	90%

Source:
Government of Alberta 2005 Corporate Employee Survey: Results for Innovation and Science Employees, Research Innovations Inc.

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	69,285	60,238	60,238	66,957	66,957	66,957
Transfers from Government of Canada	374	1,192	1,537	1,530	838	-
Investment Income	956	500	500	500	500	500
Other Revenue	37,925	48,700	37,867	42,458	42,535	42,487
MINISTRY REVENUE	108,540	110,630	100,142	111,445	110,830	109,944
EXPENSE						
Program						
Ministry Support Services	5,559	6,387	6,191	6,639	6,466	6,471
Innovation Implementation						
Technology Commercialization Initiatives	9,545	11,379	41,379	12,889	12,889	12,889
Innovation and Service Excellence Program	737	16,993	8,672	14,750	-	-
Alberta Research Council Inc.:						
Core Research Funding	27,862	26,000	26,000	28,350	28,350	28,350
Contract Research	36,027	48,480	33,647	40,101	40,101	40,101
Innovation Capacity						
Research Capacity						
Alberta Science and Research Investments Program	36,225	21,935	28,856	22,796	22,789	22,789
Alberta Science and Research Authority	1,042	1,112	1,112	2,209	2,209	2,209
Science Awareness	1,025	1,500	1,500	1,800	1,800	1,800
Energy Research	15,646	18,857	19,202	21,607	21,285	20,447
Life Sciences Research	50,717	15,561	15,561	17,176	16,806	16,806
Information and Communications Technology (ICT) Research						
ICT Institute	1,500	3,300	3,300	3,300	3,300	3,300
iCORE Inc. (Informatics Circle of Research Excellence)	10,200	11,420	11,420	11,438	11,438	11,438
Valuation Adjustment	99	-	-	-	-	-
MINISTRY EXPENSE *	196,184	182,924	196,840	183,055	167,433	166,600
Gain (Loss) on Disposal and Write Down of Capital Assets	(4,496)	-	132	-	-	-
NET OPERATING RESULT	(92,140)	(72,294)	(96,566)	(71,610)	(56,603)	(56,656)

* Ministry Expense is equal to the single core business of the Ministry which is Innovation.

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	108,540	110,630	100,142	111,445	110,830	109,944
Inter-ministry consolidation adjustments	(70,636)	(63,094)	(62,277)	(68,957)	(68,957)	(68,957)
Consolidated Revenue	37,904	47,536	37,865	42,488	41,873	40,987
Ministry Expense	196,184	182,924	196,840	183,055	167,433	166,600
Inter-ministry consolidation adjustments	(1,351)	(2,856)	(2,039)	(2,000)	(2,000)	(2,000)
Consolidated Expense	**194,833**	**180,068**	**194,801**	**181,055**	**165,433**	**164,600**
Gain (Loss) on Disposal and Write Down of Capital Assets	(4,496)	-	132	-	-	-
CONSOLIDATED NET OPERATING RESULT	(161,425)	(132,532)	(156,804)	(138,567)	(123,560)	(123,613)

International and Intergovernmental Relations

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ed Stelmach

Ed Stelmach, *Minister of International and Intergovernmental Relations*
March 1, 2006

THE MINISTRY

The Ministry of International and Intergovernmental Relations consists of three main sections: Canadian Intergovernmental Relations, International Relations, and Trade Policy. Collectively, these sections seek to ensure that the Alberta government's relations with other governments in Canada and abroad are coordinated and consistent with the government's priorities. The Ministry is a single entity and does not have any agencies or boards as part of its operations.

VISION

A strong Alberta, active in an open world and in a prosperous, united Canada.

MISSION

To lead the development of government-wide strategies and policies for Alberta's relations with international governments and organizations and with federal, provincial and territorial governments in Canada.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

All of the Ministry's goals and strategies contribute directly to Goal 9 of the Government Business Plan: Alberta will have strong and effective partnerships with local, provincial, territorial, federal and foreign governments. Strengthened international relations and greater trade and investment liberalization, combined with strategies on a wide range of intergovernmental issues and processes, also contribute to a diversified and prosperous economy and to international competitiveness.

The government's strategic business plan sets the course for the Alberta government for the next 20 years. International and Intergovernmental Relations contributes most directly to achieving the fourth strategic opportunity identified in this plan: Making Alberta the best place to live, work and visit.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

- Continue to lead and participate in initiatives within intergovernmental institutions and frameworks, such as the Premiers' Council of the Federation and the Alberta-British Columbia Protocol of Cooperation, along with annual First Ministers' Meetings and the Western Premiers' Conference, that provide opportunities for Alberta to work collaboratively with other provinces to influence the national agenda.

- Continue to pursue opportunities and rise to the challenges in representing Albertans' priorities and expectations with the federal government, and its place in Confederation and jurisdiction over areas such as its natural resources.

- Deepen relations with key U.S. decision-makers by building on the initial achievements of the Alberta Office in Washington, D.C.

- Build Alberta's reputation in the world, open new markets, and attract investment through Premier's international missions.

- Raise the profile of the province in the U.S. through participation in events such as the 2006 Smithsonian Folklife Festival in Washington, D.C., and the Pacific NorthWest Economic Region's annual meeting in Edmonton.

- Pursue opportunities to make progress in areas of priority to Alberta such as agriculture, and disciplines on trade remedies and services stemming from the World Trade Organization Ministerial Conference in Hong Kong in December 2005, and the free trade negotiations underway between Canada and Korea, the European Union and other countries.

- Improve and broaden the Agreement on Internal Trade. This will depend on commitments of the other provinces and the federal government to implement fully the initiatives directed by the Council of the Federation process. The establishment of a trade and investment enhancement agreement between Alberta and British Columbia represents an opportunity to advance Alberta's domestic trade priorities on a bilateral basis.

- Participate in Canada and U.S. legal proceedings and negotiations to bring about U.S. compliance with North America Free Trade Agreement and World Trade Organization dispute resolution panel rulings in the softwood lumber dispute, and seek resolution of the dispute in an attempt to prevent future litigation.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Canadian Intergovernmental Relations **Linkage: Goal 1**	Successfully conducting, coordinating, and participating in intergovernmental negotiations and discussions to advance Alberta's interests in Confederation. Important federal-provincial negotiations and discussions will include such issues as health care, energy, resource policy, post-secondary education and skills development, transportation, infrastructure, and fiscal arrangements, including the fiscal imbalance.
2. Canadian Intergovernmental Relations - Council of the Federation **Linkage: Goal 1**	Supporting the Premier in his participation on the Council and ensuring successful follow-up on Council activities. Through the Council of the Federation, Premiers are embarking on a significantly expanded intergovernmental agenda in a wide variety of areas. Alberta will be the chair of the Council of the Federation until mid-2006. The work of the Council and outcomes from Western Premiers' Conferences set the stage for regular First Ministers' Meetings.
3. International Relations **Linkage: Goal 2**	Successfully expanding Alberta's influence globally by strengthening international relationships with key decision-makers. Major initiatives will include: • influencing the federal government toward more positive Canada/U.S. relations; • enhancing bilateral relations with key trade partners through Premier's missions, incoming delegations, and major events (Pacific NorthWest Economic Region's annual meeting in Edmonton).
4. International Relations - Washington **Linkage: Goal 2**	Successfully expanding Alberta's influence in the U.S. by strengthening relationships with key decision-makers. Major initiatives will include: • developing networks of influence by the Washington, D.C. office; • raising Alberta's profile in the U.S. by participating as the feature region at the Smithsonian Institute's 2006 Folklife Festival.
5. Trade Policy - International **Linkage: Goal 3**	Successfully participating in international negotiations (e.g., World Trade Organization negotiations, bilateral negotiations) to advance Alberta's interests with key trading partners (e.g., United States, Korea). Expanding trade liberalization and foreign market access for Albertans through international trade and investment agreements. Under the auspices of the Council of the Federation, developing a federal-provincial-territorial agreement on the provincial/territorial role in international negotiations, agreements and forums.

6. Trade Policy - Domestic

Linkage: Goal 3

Successfully representing, advancing and defending Alberta's interests under the federal-provincial Agreement on Internal Trade.

Expanded Canadian internal trade liberalization promoting the free flow of goods, services, capital and labour across Canada, through bilateral discussions, through the Council of the Federation and Committee on Internal Trade and defending of Alberta's interests in Agreement on Internal Trade disputes.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Canadian Intergovernmental Relations

GOAL ONE 1 Promoting the interests of, and securing benefits for, Alberta as an equal partner in a strengthened, united Canada

What it means To achieve this goal, the Ministry promotes: effective participation by Alberta in the Canadian federation; a federal system that better serves the needs of Albertans and Canadians; and effective leadership by Alberta that supports a strong, united and secure Canada.

Strategies

1.1 Work with Alberta ministries to develop coordinated and consistent government-wide strategies that advance Alberta's interests in intergovernmental issues and processes, and ensure that Alberta's priorities are addressed at intergovernmental meetings of First Ministers, Ministers and officials.

1.2 Assist Alberta ministries in the development of intergovernmental agreements. Review and approve the agreements to ensure that they reflect Alberta's intergovernmental objectives and priorities.

1.3 Develop strategies and policy options in conjunction with Alberta ministries, with respect to key intergovernmental policy issues such as health care, skills training, education, energy, immigration, municipal issues, climate change, Aboriginal issues, and social programs.

1.4 Chair the Premiers' Council of the Federation and Western Premiers' Conference through mid-2006.

1.5 Provide policy analysis and strategies, and coordinate input from other Alberta ministries, for Alberta's participation in First Ministers' Meetings, meetings of the Council of the Federation, the Western Premiers' Conference, joint meetings of the Alberta and British Columbia Cabinets, and ministerial meetings.

1.6 Work with Alberta ministries to implement the Premiers' Council of the Federation outcomes.

1.7 Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of federal-provincial fiscal arrangements.

1.8 Promote provincial solutions to redesign federal-provincial fiscal arrangements including the Canada Health Transfer, the Canada Social Transfer, Equalization and cost-sharing arrangements.

1.9 Develop policy recommendations and strategies on national unity and other related issues as they emerge.

1.10 Work with the federal government, other provinces, the private sector and other key stakeholders to update and strengthen coordinated policy responses to issues relating to the security of the province and people of Alberta.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Client satisfaction with services provided by Canadian Intergovernmental Relations. The survey is conducted every two years in December/January	4.2 (2004-05)	4.0 out of 5.0	4.0 out of 5.0	4.0 out of 5.0
1.b Reports/narrative records from First Ministers or Premiers intergovernmental meetings are reported in the Annual Report.	100% (2005-06)	100%	100%	100%

Core Business Two: International Relations

GOAL TWO 2

Promoting the interests of, and securing benefits for, Alberta from strengthened international relations

What it means To achieve this goal, the Ministry works across government to: facilitate the two-way flow of goods, services, people and investment between Alberta and the United States; provide a strategic approach to Alberta's international relations that effectively promotes Alberta's interests and priorities to foreign government decision-makers; and contribute to international development in the area of governance.

Strategies

2.1 Work with other ministries, other provinces, the private sector and the federal government to promote more positive Canada/U.S. relations and greater North American integration.

2.2 Work with other ministries and the private sector to enhance international understanding of Alberta as a secure, reliable and increasingly important supplier of energy.

2.3 Build and maintain alliances with key regional U.S. decision-makers and organizations (e.g., Alaska, Montana, Canadian/American Border Trade Alliance, Western Governors Association, Pacific NorthWest Economic Region, Council of State Governments).

2.4 Provide leadership and coordination for missions by the Premier and the Minister; advise on other ministerial missions; assess international travel risk for all Government of Alberta employee travel.

2.5 Provide strategic and policy advice to ministries and stakeholders on Alberta's international strategies for key countries and influence federal policy in these areas.

2.6 Provide leadership on initiatives with Alberta's 15 sister provinces (twinnings), including support to the Advisory Council on Alberta-Ukraine Relations to enhance bilateral relations with Ukraine.

2.7 Develop strategically focused programs that showcase Alberta's strengths to foreign visitors to Alberta.

2.8 Advise Alberta ministries on the development of international government-to-government agreements that reflect Alberta's international objectives and priorities.

2.9 Design, implement and manage governance projects, particularly in priority countries, working with ministries, educational institutions, and private sector partners.

Washington Office

2.10 Raise Alberta's profile and stature among key U.S. decision-makers and influence-shapers and influence policy and legislative development by positioning Alberta as a key partner in economic cooperation and North American energy security.

2.11 Showcase Alberta's advantages as an excellent place to trade, invest and travel.

2.12 Contribute to the management of emerging issues related to Canada/U.S. integration.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Client satisfaction with services provided by International Relations. The survey is conducted every two years in December/January.	4.2 (2004-05)	4.0 out of 5.0	4.0 out of 5.0	4.0 out of 5.0
2.b Significant events/opportunities that advance Alberta's interests through the Washington, D.C. office.	75 (2005-06)	75	75	75
2.c International mission expenses of the Premier and Minister are posted on the department's website within 2 months of the mission's conclusion.	100% (2005-06)	100%	100%	100%
2.d Reports/narrative records from major international meetings and missions are reported in the Annual Report.	100% (2005-06)	100%	100%	100%

Core Business Three: Trade Policy

GOAL THREE

Promoting the interests of, and securing benefits for, Alberta from greater trade and investment liberalization, internationally and domestically

What it means The Ministry strives to expand trade liberalization and foreign market access for Albertans through international trade and investment agreements, and to expand Canadian internal trade liberalization to promote the free flow of goods, services, capital and labour across Canada.

Strategies

3.1 Remove or reduce barriers to international trade and investment through direct negotiation. Participate with the federal government in international negotiations to ensure Alberta's objectives are addressed.

3.2 Remove or reduce barriers to internal trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories.

3.3 Pursuant to the direction of the Council of the Federation, develop a formal federal-provincial agreement that stipulates full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.

3.4 Pursuant to the direction under the Alberta-B.C. Protocol of Cooperation, develop a comprehensive bilateral trade, investment and labour mobility agreement with British Columbia.

3.5 Manage government-wide implementation of the North American Free Trade Agreement (NAFTA), the World Trade Organization agreements, the Agreement on Internal Trade and other international and domestic agreements. Anticipate and prevent disputes.

3.6 Manage disputes and defend Alberta's interests under the North American Free Trade Agreement, the World Trade Organization agreements, the Agreement on Internal Trade and other domestic and international agreements. Lead Alberta's defence of and participation in softwood lumber negotiations to ensure Alberta's interests are preserved.

3.7 Coordinate Alberta's approach to deeper integration of North American trade policies (e.g., "NAFTA-plus", streamlined NAFTA rules of origin, customs area).

3.8 Coordinate Alberta's participation in the Agreement on Internal Trade and other domestic bilateral trade initiatives.

3.9 Coordinate Alberta's participation in World Trade Organization negotiations on issues affecting provincial jurisdiction (e.g., environment, labour, agriculture, competition and business regulation, trade remedies, and services) and in other regional and multilateral negotiations (e.g., Free Trade Area of the Americas, Asia-Pacific Economic Cooperation).

3.10 Work with other Alberta ministries to implement the trade policy component of Alberta's international strategy in a targeted, coherent manner.

3.11 Work with other Canadian governments to enhance domestic trade through bilateral and multilateral negotiations and other regional agreements, including through the Council of the Federation internal trade initiatives.

3.12 Consult and work with private and public sector organizations to promote and pursue the benefits of free trade.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Client satisfaction with services provided by Trade Policy. The survey is conducted every two years in December/January.	4.3 (2004-05)	4.0 out of 5.0	4.0 out of 5.0	4.0 out of 5.0
3.b Reports/narrative records from major trade policy meetings are reported in the Annual Report.	100% (2005-06)	100%	100%	100%

Ministry Support Services

The Ministry's core businesses are enabled by an infrastructure of essential services that support department staff and business processes. Support services include information technology, information management, finance, human resources, communications, and administrative services. In some cases, staff providing these services are employed by other ministries or entities, but work under arrangements to provide services to the Ministry. The Ministry also provides financial, information technology, and administrative services to the Ministry of Aboriginal Affairs and Northern Development.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Canadian Intergovernmental Relations	2,694	4,151	4,151	3,791	3,791	3,791
International Relations	3,749	4,064	4,064	5,213	4,213	4,213
Trade Policy	1,641	1,591	1,591	1,662	1,662	1,662
MINISTRY EXPENSE	8,084	9,806	9,806	10,666	9,666	9,666

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Other Revenue	7	-	4	-	-	-
MINISTRY REVENUE	7	-	4	-	-	-
EXPENSE						
Program						
International and Intergovernmental Relations	8,084	9,806	9,806	10,666	9,666	9,666
MINISTRY EXPENSE	8,084	9,806	9,806	10,666	9,666	9,666
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(8,077)	(9,806)	(9,802)	(10,666)	(9,666)	(9,666)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	7	-	4	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	7	-	4	-	-	-
Ministry Expense	8,084	9,806	9,806	10,666	9,666	9,666
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**8,084**	**9,806**	**9,806**	**10,666**	**9,666**	**9,666**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(8,077)	(9,806)	(9,802)	(10,666)	(9,666)	(9,666)

Justice

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

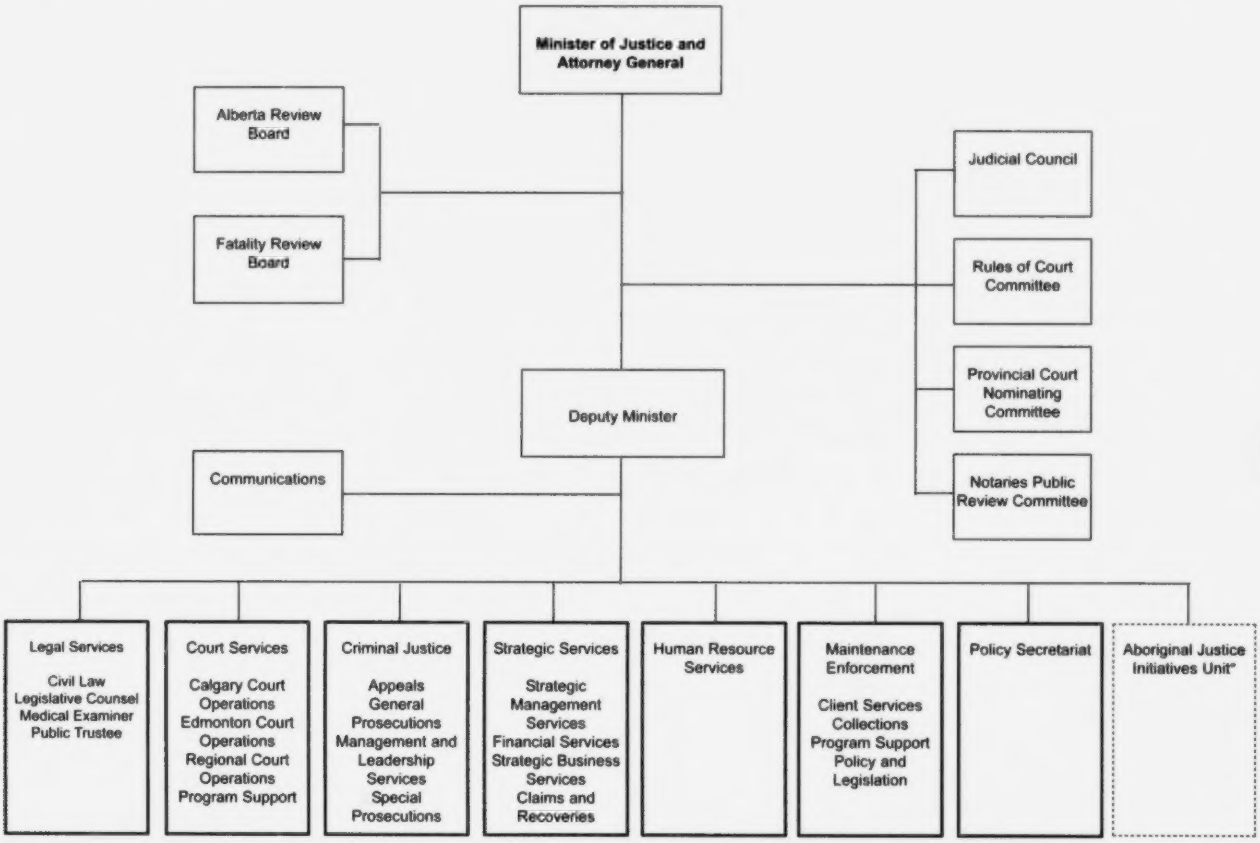
Ron Stevens, QC, *Minister of Justice and Attorney General*
March 1, 2006

THE MINISTRY

The Ministry of Justice includes the Department of Justice as an entity for government reporting purposes, as well as the Alberta Review Board, the Fatality Review Board, the Judicial Council, the Notaries Public Review Committee, the Provincial Court Nominating Committee, and the Rules of Court Committee. The Alberta Review Board makes or reviews dispositions concerning any accused person for whom a verdict of "not criminally responsible because of mental disorder" or "unfit to stand trial" is rendered. The Board also has the responsibility for determining whether a person should be subject to a detention order or conditional discharge or be granted an absolute discharge. The Fatality Review Board is responsible for reviewing certain deaths investigated by the Medical Examiner's Office and recommending to the Minister of Justice and Attorney General whether a public fatality inquiry should be held. The Provincial Court Nominating Committee provides recommendations to the Minister of Justice on the appointment of individuals to the

Provincial Court of Alberta, and the Rules of Court Committee makes recommendations to the Minister of Justice on amendments to the Rules of Court under the *Court of Appeal Act*, the *Court of Queen's Bench Act*, and the *Civil Enforcement Act*.

The Department of Justice is responsible for prosecutions, court administration, providing legal advice to government on Alberta's laws, the provision of legal services to government, and ensuring the justice system meets the needs of Albertans. The Department protects the legal interests of Albertans in need through the Maintenance Enforcement Program, Public Trustee services and support for legal aid. The Department also provides policy coordination development, advice, and policy research. Strategic Services, Aboriginal Justice Initiatives Unit, and Human Resource Services provide strategic support to the Ministry. A more detailed description of the Ministry can be found on our Web site at **http://www.justice.gov.ab.ca/.**


Minister of Justice and Attorney General
Alberta Review Board
Fatality Review Board
Judicial Council
Rules of Court Committee
Provincial Court Nominating Committee
Notaries Public Review Committee
Deputy Minister
Communications
Legal Services
Civil Law
Legislative Counsel
Medical Examiner
Public Trustee
Court Services
Calgary Court Operations
Edmonton Court Operations
Regional Court Operations
Program Support
Criminal Justice
Appeals
General Prosecutions
Management and Leadership Services
Special Prosecutions
Strategic Services
Strategic Management Services
Financial Services
Strategic Business Services
Claims and Recoveries
Human Resource Services
Maintenance Enforcement
Client Services
Collections
Program Support
Policy and Legislation
Policy Secretariat
Aboriginal Justice Initiatives Unit*

* Aboriginal Justice Initiatives provides services to both Justice and Solicitor General and Public Security

VISION

A fair and safe society supported by a trusted justice system.

MISSION

To protect the rights of all individuals in Alberta and advance the interests of society by fostering:

- Safe communities
- Access to justice
- Respect for the law
- Understanding of and confidence in the justice system
- The legal foundation for social cohesion and economic prosperity

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry's core businesses and goals are aligned with and support a number of government goals and priorities. Alberta Justice plays a key role in Goal 10 of the Government of Alberta business plan - *Alberta will be a fair and safe place to work, live and raise families* by supporting a trusted justice system that promotes law and order for the purpose of protecting individuals, securing justice for victims, and ensuring offenders are held accountable. The Ministry also plays a key role in Goal 6: *Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help* by ensuring that low-income Albertans have access to legal services that they would not otherwise be able to obtain.

The Ministry is primarily linked to the fourth strategic opportunity - Making Alberta the Best Place to Live, Work and Visit. The Ministry will continue to invest in Alberta's communities to make them among the safest in North America by getting tougher on those who commit violent offences. The Ministry will play a leadership role in establishing a more responsive justice system by expanding the availability and scope of dispute resolution options and using technology to strengthen the justice system. It will also continue to pressure the federal government to take tough positions against violent crimes and those who commit them.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Recognizing trends, identifying new challenges, and being aware of changes in diverse socio-economic sectors is an important part of setting the Ministry's strategic priorities and addressing justice concerns for Albertans. A number of these opportunities and challenges are complex and involve other stakeholders and jurisdictions. The Ministry is presented with the challenge of being held accountable for outcomes for which the Ministry does not have sole responsibility. The following factors will influence the Ministry in developing future goals and strategies.

Children, Youth, Families & Family Violence
Family violence continues to be a significant issue in Alberta. In 2004, women living in Alberta were the most likely in Canada to report spousal violence, while men in Alberta were the second most likely. Family violence impacts those directly involved, the children who witness the violence, the community, and society as a whole. It is estimated that 60 - 70 percent of child welfare cases come from violent homes, and that many physical, mental, emotional and financial concerns are rooted in family violence.

Child Sexual Exploitation
Possessing child pornography is not a victimless crime. Child pornography has devastating effects on children and youth, both those who are exploited in the actual pictures and those who view it. It is permanent proof of the sexual abuse of a child. Although child pornography is not new, the Internet has enabled purveyors and collectors of this material to distribute it in an unprecedented manner.

Identity Theft
Identity theft is one of the fastest growing, and potentially one of the most economically destructive, forms of criminal behaviour in Alberta, Canada and the world. With the increasing sophistication of the criminal element and the growth in the use of advanced technology by criminals, it is easier than ever to create a completely false identity, assume the identity of a deceased person or use personal information of an existing person to commit criminal offences.

Impact of Gang Crime
Across Canada there has been an increase in senseless and unprovoked acts of violence committed by gangs, and Alberta has not been immune to these criminal acts. Particular groups that can be characterized as gangs may or may not fall within the legal definition of criminal organization or conform in their methods to traditional patterns of organized crime. They

are groups that carry out acts of violence or commit property offences associated with motives of gain and drug trafficking. Gangs are involved in the illegal manufacture, trafficking and use of drugs, including crystal methamphetamine. The increased prevalence of offences committed by drug users may require distinctive policing, prosecution and court strategies. Emerging groups are often inter-provincial and pursue criminal activities in both urban and rural settings.

Traffic Safety

Alberta has a traffic injury and fatality rate that has been above the national average as recently as 2004. The Alberta government has taken a very public stance on the issue of traffic safety, especially with respect to impaired drivers. Alberta's slogan is "Alberta is getting tough on Impaired Drivers". Traffic injuries and deaths have a profound impact on government, through provision of health care, loss of productivity, insurance issues, enforcement and prosecution, and road construction and maintenance. The impact on the lives and quality of life of Albertans is immeasurable.

Access to Justice

All Albertans are entitled to fair and equitable access to and treatment by the justice system. They want to be able to resolve conflicts with the least amount of time, cost, and complexity, and they want to do it close to their own communities. Issues affecting access to justice include: an increasing number of self-represented litigants in the family and civil courts; the inability of low income persons to access the justice system; and an increasing demand for alternatives to litigation that are fair while remaining affordable; and challenges specific to remote areas.

Aboriginal Initiatives

Aboriginal people are the youngest and fastest growing population in Alberta, with one-third of the Aboriginal population 14 years of age or younger. The disproportionate representation of Aboriginal people at all stages in the criminal justice system, both as victims and offenders, continues to be a significant issue.

Public Engagement and Confidence

With Albertans increasingly demanding a greater role in government decision-making processes, constructive engagement is becoming of greater importance in ensuring that services, programs, and information meet their needs in the most effective and efficient ways possible. Engaging and informing Albertans about the justice system through public legal education has the potential to improve Albertans' understanding of the structures and processes of the justice system, and it also has the capacity to instill a greater respect for the rule of law. Understanding the law and the notion that no individual, group or organization is above the law is fundamental to a free and democratic society.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal opportunities and challenges, the following strategic priorities have been identified. The priorities are equally important to the Ministry.

1. **Stakeholder/Partner Engagement** **Linkage: Goal 4**	The Ministry must work with Albertans and justice stakeholders in a collaborative, consultative, and continuous way to coordinate efforts and clarify roles and responsibilities in order to be able to effectively respond to the key issues of Alberta's justice system. This includes providing increased opportunities for engagement and making stakeholder involvement an integral part of the policy and decision-making process. Strong partnerships with stakeholders are required for the Ministry to enhance Albertans' understanding of the rule of law and increase their confidence in the justice system.
2. **Traffic Safety** **Linkage: Goal 2**	Alberta, in conjunction with the federal government and all provinces and territories, has committed to Road Safety Vision 2010 – a national strategy to make Canada's roads the safest in the world. The strategy includes aggressive targets to reduce fatalities and injuries

on Canada's roadways. Justice is working closely with Infrastructure and Transportation, Solicitor General and Public Security, as well as non-government organizations to implement the Alberta Traffic Safety Plan. The Alberta Traffic Safety Plan provides new strategies, including legislation and increased enforcement, to reduce the number of injuries and deaths on Alberta's roads.

3. Family Violence and Protection of Children

Linkage: Goal 1

Since the Alberta Roundtable on Family Violence and Bullying in May 2004, Alberta has taken many positive steps toward prevention and effective intervention in family violence. However, Alberta continues to experience deaths as a result of intimate or ex-intimate partner relationships. Although Alberta has many agencies that address family violence, they are not all well positioned to deal with situations of high risk. The establishment of an Alberta Relationship Threat Assessment and Management Initiative would provide an expert resource to professionally assess threats and their level of lethality, formulate mitigation strategies and develop safety plans. This initiative is being coordinated with the Family Justice Strategy to ensure that these two initiatives support one another.

4. Dispute Resolution

Linkage: Goal 2

Justice has committed to providing high quality alternate dispute resolution processes to Albertans, to allow for resolution of disputes in efficient and effective ways.

5. Family Justice Strategy

Linkage: Goal 2

The Family Justice Strategy is focused on the alignment of family law and procedures. The long term goal is to have a family law system that offers a common set of procedures and appropriate services to all family law applicants, regardless of geography or the court to which they apply.

6. Legal Aid Service Delivery

Linkage: Goal 3

Issues of increasing demand and associated costs of providing legal aid services will be addressed by various strategies, including the implementation of a staff counsel pilot project in adult criminal court.

7. Building Aboriginal Self-sufficiency

Linkage: Goal 5

Justice is a co-leader with Aboriginal Affairs and Northern Development in implementing one of the Government of Alberta's Top Priorities; Building Aboriginal Self-sufficiency. This initiative seeks to provide clear policy parameters to guide provincial participation in self-government negotiations. As well, the participation of First Nations in economic and resource development on reserves can be promoted by the application of provincial regulatory standards.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Prosecutions

The Criminal Justice Division prosecutes persons charged with *Criminal Code, Youth Criminal Justice Act*, and provincial statute offences. The division promotes safe communities by vigorously prosecuting cases involving serious and violent crime and working with individuals and organizations in the community to identify and implement improved and alternative approaches to the administration of criminal justice. In addition, the division develops criminal law policy for the province and supports criminal law consultation with other levels of government.

GOAL ONE 1 Promote safe communities in Alberta

What it means Through public consultations, Albertans have indicated that a high priority for them is safe communities in which they can live, work, and raise their families in safety and security without fear of crime or victimization. Crimes that threaten our communities are becoming more sophisticated and the criminal justice system must be positioned to investigate and prosecute these emerging crimes.

Strategies

1.1 Advance Alberta's positions to the federal government and garner support from the other provincial/territorial governments to reform criminal law, including matters relating to: long term and dangerous offenders, peace bonds, bail provisions and mandatory minimum sentences for serious drug offenders and offences involving firearms.

1.2 Work with traffic safety partners to implement initiatives to improve road safety in Alberta and explore opportunities to enhance the effectiveness of investigating and prosecuting impaired driving cases.

1.3 Enhance the capacity of the Prosecution Service to align with increasing police resources to prosecute serious and violent crime to the fullest extent, including but not limited to the sexual exploitation of children, organized and economic crime, local gang violence, identity theft and crimes related to and arising from crystal methamphetamine and other drug abuse.

1.4 Work with partnering ministries, police service and community partners to advance the Alberta Relationship Threat Assessment and Management Initiative to reduce domestic violence related injuries and deaths.

1.5 Work with ministry and community partners to identify gaps in services and explore best practices to develop strategies that will improve the criminal justice system response to sexual assault.

1.6 Participate with Solicitor General and Public Security and other stakeholders in the implementation of the government-accepted recommendations of the MLA Report of the Alberta Victims of Crime Consultation.

1.7 Review and prepare proposals for controlling the ability of persons convicted of serious crimes to profit from the recounting of their crimes and to allow victims of crime to benefit from those profits.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a **Public Perception of Safety in the Home** The percentage of Albertans who feel "reasonably safe" to "very safe" in their homes after dark.	91%	91%	91%	91%
1.b **Public Perception of Safety in the Neighbourhood** The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	77%	82%	82%	82%

Source:
1.a and 1.b Annual Public Opinion Survey

Core Business Two: Courts

Alberta Courts are presided over by an independent judiciary. There are three courts in the province - the Court of Appeal, the Court of Queens' Bench and the Provincial Court. The Court Services Division provides administrative support to the courts. Court Services also provides policy advice and assistance to the Minister and the Ministry in relation to court issues. Stakeholders of Court Services include the public, the legal profession, law enforcement services, correctional authorities and various service providers.

GOAL TWO 2 Promote a fair and accessible civil and criminal justice system

What it means Justice is responsible for helping to resolve criminal and civil disputes. This includes reasonable access to court resources and dispute resolution opportunities. Where appropriate, this includes alternatives to traditional court processes, such as mediation, judicial dispute resolution, and mini-trials. By speeding up the process and lowering costs, these alternatives can improve access.

Strategies

2.1 Develop a long-term approach to move forward with a Justice Information Management System initiative that will address current and future business requirements of the Ministry and the Courts, focussing on technology as a means to strengthen the Justice system.

2.2 Develop and coordinate a strategy to integrate and streamline delivery of all aspects of Family Justice.

2.3 Develop, evaluate, improve and coordinate mediation and other dispute resolution initiatives.

2.4 Work with Infrastructure and Transportation and the judiciary to ease court crowding, modernize buildings and improve access to the justice system.

2.5 Work with Solicitor General and Public Security to enhance the integration and effectiveness of the Provincial Security Program, including perimeter security and/or enhanced security for all courts.

2.6 Develop a strategy to address increasing traffic ticket and bylaw volumes and ensure effective processing of these matters in the courts. This strategy includes electronic ticket processing.

2.7 Working in partnership with the Alberta Law Reform Institute, the Rules of Court Committee, and/or other stakeholders as appropriate, rewrite the Rules of Court to simplify and update them.

2.8 Improve access to justice for self-represented litigants by improving court information services for the public.

2.9 Review and prepare amendments to the existing provisions that provide for structured settlements (periodic payments), to be applied where courts award damages for personal injury or death.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a **Median Elapsed Time from First to Last Appearance** Median elapsed time from first to last appearance represents the midpoint in the time it takes to process a case in provincial criminal court from first to last appearance.	73 (Canadian median: 109 days) (2003-04)	Below the Canadian Median	Below the Canadian Median	Below the Canadian Median
2.b **Provincial Court Civil Mediation Settlement Rate** The mediation settlement rate is the number of civil actions settled through the civil claims mediation program divided by the total number of civil actions mediated in the program.	63% (2004-05)	63%	63%	63%

Sources:

2.a Adult Criminal Court Survey, Canadian Centre for Justice Statistics

2.b Administrative data, Court Services Division

Core Business Three: Justice Services to Albertans

This core business includes Goals 3 and 4. The Ministry promotes fair and equitable access to the civil and criminal justice system by providing a broad range of justice services through the courts, prosecution, and appropriate dispute resolution mechanisms. Access to justice also means addressing barriers to access the justice system by providing legal representation for Albertans who are in need of assistance and by providing Albertans with accurate and up-to-date information to help them increase their awareness and knowledge about the justice system. In addition, services such as maintenance enforcement, estate and trust administration services, and legal aid contribute to the preservation of a safe society for Albertans.

GOAL THREE 3

Provide access to justice services for Albertans in need

What it means Through its programs and services, the Ministry of Justice provides support and protection to vulnerable citizens, including families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel. Helping those in need is essential to Alberta's success.

Strategies

3.1 Conduct a feasibility study for a project to encourage compliance with court ordered parenting time in Edmonton.

3.2 Continue public awareness activities to inform the general public about Maintenance Enforcement Program services.

3.3 Determine a model for administrative recalculation of maintenance by conducting a review of needs in Alberta and examining best practices in other jurisdictions.

3.4 Complete the expansion of the Tri-Departmental Assured Income for the Severely Handicapped (AISH) Benefits Administration Program. This program assists AISH recipients manage their AISH benefits where the individual has limited other resources and no one else who can assist in this regard.

3.5 In coordination with Seniors and Community Supports, review all submissions from the public and feedback from the stakeholder focus groups and draft a revised *Dependent Adults Act*.

3.6 Work with the Legal Aid Society of Alberta to implement a staff counsel pilot project in the adult criminal court in Edmonton, which will provide services to eligible clients.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a **Client Satisfaction with the Services of the Public Trustee's Office** The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office	90%	87%	87%	87%
3.b **Maintenance Enforcement Program: Dollars Due Compared to Dollars Received (% Collected)** The program's collection rate on scheduled support and scheduled arrears payments.	84%	86%	87%	88%
3.c **Client Satisfaction with Legal Aid Services** The percentage of respondents who were either "satisfied" or "very satisfied" with the service they received from the Legal Aid Society of Alberta for all the services received through legal aid.	78%	80%	80%	80%

Sources:

3.a Client Satisfaction Survey, Public Trustee's Office
3.b Administrative data, Maintenance Enforcement Program
3.c Client Satisfaction Survey, Legal Aid Society

GOAL FOUR 4

Improve understanding of and confidence in the justice system

What it means Albertans identify that information and education about the justice system is important. Additionally, perceptions of crime in their communities and the province, along with the information they receive from the media, affect their understanding of and confidence in the justice system. The Ministry will continue to work with partners to find better ways of informing Albertans about the justice system, including the development of new strategies and working with Education and other stakeholders to develop justice education resources for Alberta classrooms. Recognizing the importance of the rule of law in the operation of government, this core business is central to the Department's role in seeing that public affairs are administered according to law.

Strategies

4.1 Consult with stakeholders whenever appropriate on programs, policies, and services in areas of provincial responsibility when contemplating significant changes that will impact the public.

4.2 Initiate and maintain partnerships with stakeholders to identify information gaps and to determine potential research opportunities and effective justice education strategies.

4.3 Develop and implement initiatives in consultation with partners to increase Albertans' awareness, understanding, and confidence in the rule of law and the justice system.

4.4 Work with Education and other stakeholders to develop justice education resources for Alberta classrooms.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a **Public Knowledge of the Justice System** The percentage of Albertans who feel "somewhat knowledgeable" to "very knowledgeable" about the justice system in Alberta.	65%	65%	66%	67%
4.b **Public Confidence in the Justice System** The percentage of Albertans who feel "some confidence" to "a lot of confidence" in the justice system in Alberta.	78%	80%	80%	80%

Source:
4.a and 4.b Annual Public Opinion Survey

Core Business Four: Legal and Strategic Services to Government

Civil Law provides legal services to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized services to the government in constitutional and Aboriginal law matters. Legal Research and Analysis provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

GOAL FIVE 5

Assist government ministries to achieve their objectives through provision of effective legal and related strategic services

What it means The government performs a number of roles as service provider, community partner, and lawmaker. These roles involve relationships with individuals, families, communities, and other governments. Effective legal services reduce the potential for conflict involving the government, as well as protecting and advancing the interests of the government. By providing effective legal and related strategic services, Justice can assist other ministries in achieving their corporate goals and strategic priorities.

Strategies

5.1 Enhance alignment of legal service resources with government ministries by continuing to:

- Modify legal service protocol agreements to meet the ongoing needs of client ministries and Justice.
- Improve our corporate counsel services to meet the needs of client ministries.

5.2 Provide legal and related strategic advice to the Deputy and Assistant Deputy Minister committees in relation to Aboriginal self-government and the regulatory framework for economic activities on reserves.

5.3 Establish and maintain a network of Alberta Government legislative planners to facilitate the sharing of information on principles, processes and best practices in relation to the development of legislative proposals.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
5.a **Client Satisfaction with Legal Services** The percentage of client ministries "satisfied" to "very satisfied" with the legal services provided by the Legal Services Division, Civil Law.	90%	87%	87%	87%
5.b **Client Satisfaction with Assistance in Meeting Corporate Goals** The percentage of client ministries "satisfied" to "very satisfied" that the legal services provided by the Legal Services Division, Civil Law helped them achieve their Department's corporate goals.	87%	83%	83%	83%

Source:
5.a and 5.b Client Satisfaction Survey, Legal Services Division

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Prosecutions	41,618	44,634	45,774	52,985	53,315	52,862
Courts	122,465	137,597	137,344	151,627	157,432	157,844
Justice Services to Albertans	92,433	100,805	102,110	114,080	116,364	117,474
Legal and Strategic Services to Government	22,768	27,048	27,729	29,381	29,170	29,165
MINISTRY EXPENSE	279,284	310,084	312,957	348,073	356,281	357,345

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Transfers from Government of Canada	14,724	13,536	13,536	12,747	12,747	12,747
Investment Income	596	425	425	425	425	425
Premiums, Fees and Licences	36,220	36,258	36,258	35,873	36,167	36,931
Other Revenue	68,615	70,101	70,101	76,124	76,874	77,674
MINISTRY REVENUE	120,155	120,320	120,320	125,169	126,213	127,777
EXPENSE						
Program						
Ministry Support Services	12,639	17,472	17,484	22,385	22,333	22,333
Court Services	121,029	133,728	133,703	143,901	149,608	150,023
Legal Services	73,355	83,561	85,346	93,289	93,918	93,897
Support for Legal Aid	31,898	30,998	30,998	43,196	45,346	45,346
Public Trustee	8,978	10,341	11,407	11,863	11,285	11,849
Medical Examiner	5,713	6,177	6,218	6,032	6,084	6,090
Motor Vehicle Accident Claims	26,155	26,958	26,952	26,558	26,858	26,958
Valuation Adjustments and Other Provisions	(483)	849	849	849	849	849
MINISTRY EXPENSE	279,284	310,084	312,957	348,073	356,281	357,345
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(159,129)	(189,764)	(192,637)	(222,904)	(230,068)	(229,568)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	120,155	120,320	120,320	125,169	126,213	127,777
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	120,155	120,320	120,320	125,169	126,213	127,777
Ministry Expense	279,284	310,084	312,957	348,073	356,281	357,345
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**279,284**	**310,084**	**312,957**	**348,073**	**356,281**	**357,345**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(159,129)	(189,764)	(192,637)	(222,904)	(230,068)	(229,568)

Municipal Affairs

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Robert W. Renner

Rob Renner, *Minister of Municipal Affairs*
February 28, 2006

THE MINISTRY

The Ministry of Municipal Affairs consists of two main divisions: Local Government Services and Public Safety, as well as five support branches.

Major responsibilities include helping municipalities provide accountable, well-managed, responsive, and effective local government for Albertans; administering a safety system that promotes fire protection and strives to ensure buildings and equipment are constructed and maintained to safe standards; and managing provincial emergency management programs and supporting municipalities, so they are prepared to deal with major emergencies and disasters.

The Ministry also includes the Municipal Government Board, an independent, quasi-judicial board that conducts hearings on matters defined in the *Municipal Government Act*; the Special Areas Board that provides municipal services and long-term land management for three special areas in southeast Alberta; and National Park Improvement Districts that provide limited municipal services.

Primary clients and stakeholders include municipalities and their related organizations and associations, organizations accredited under the *Safety Codes Act*, and industry-based safety and emergency management groups. The Ministry consults and works with the local government sector, delegated authorities, the public, industry, and other provincial and federal government departments as an integral and ongoing part of its activities.

VISION

Viable, responsive, and well-managed local governments and a public safety system that results in safe buildings, equipment and facilities, and effective emergency management.

MISSION

Municipal Affairs works in partnership with Alberta's municipalities, other provincial government departments, our federal partners, local authorities, various organizations focused on local matters, and the private sector to ensure Albertans live in safe, well-managed communities and are served by open, effective, accountable and well-managed local governments.

VALUES

As a Ministry, we value and support honesty, fairness, professionalism, and accountability, while focusing on exceptional service for our clients. We value our staff and their contributions of innovation, creativity, collaboration and open communication. These elements are key in achieving our Ministry's vision.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

This plan supports the following four goals in the three-year Government of Alberta (GoA) 2006-09 Strategic Business Plan that are aligned with Opportunity 4: Making Alberta the best place to live, work and visit:

- Goal 8: Alberta will have a financially stable, open and accountable government.
- Goal 9: Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments.
- Goal 10: Alberta will be a fair and safe place to work, live and raise families.
- Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life.

In support of Goals 8 and 14, Municipal Affairs works with municipalities to provide financial support. In support of Goals 9 and 10, the Ministry partners with stakeholders to promote a comprehensive safety system, an effective emergency management program and well-managed local governments.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Municipal Affairs strives to fulfill its mandate of ensuring that Albertans live in safe, well-managed communities.

Rapid growth, shifting demographics, reliance on technology, and the vulnerability of a resource-based economy all impact local government operations. Industry clustering, potential threats to security, complex regulatory frameworks and compliance requirements, and a shortage of skilled labour are challenges that impact Municipal Affairs' business activities.

The Ministry business plan includes strategies to respond to Albertans' priorities. Four opportunities and challenges have been identified that may affect business plan outcomes:

Relationships with Municipal Partners

An opportunity exists for the Ministry to have a significant role in bringing increased efficiency and effectiveness to the services provided to Albertans from both the provincial and municipal orders of government through an enhanced focus on relationships between the Province and municipalities and their associations. The Ministry will be working with its municipal partners to identify ways to enhance these relationships through various mechanisms, such as the Minister's Council on Municipal Sustainability.

Challenges of Growth

Many municipalities continue to face challenges as growth continues to intensify in parts of the province. Based on feedback from stakeholders, there is a need for the Ministry to work with municipalities and other stakeholders to address broad planning and coordination issues to maximize opportunities and minimize disputes.

Challenges of Financial Sustainability

As noted in the Rural Development Strategy, while some municipalities are growing, others are facing economic and demographic decline. There is a need for the Ministry to work with other ministries to determine what the province might do to work with these primarily small, urban and rural municipalities to assist them in exploring ways to deliver services within the constraints of their resources.

Public Safety

The safety of Albertans continues to be a priority. The Ministry is working extensively with partners to enhance our collective ability to mitigate, prepare for, respond to and recover from any major emergency or disaster. This includes conducting a comprehensive risk assessment for Alberta, reviewing all hazards. We will continue to work specifically on hazards to critical infrastructure and high priority issues such as pandemic influenza as well as business continuity planning.

Safety codes and standards also continue to be reviewed and revised, in response to industry innovation, to ensure that buildings and equipment are constructed and operated safely.

The Ministry is also working with Alberta's fire service to develop a framework to assist in better coordinating fire service operations across the province. This will provide communities with the option of choosing the service standards most appropriate to meet local needs.

With the ongoing support of partners, the Ministry is committed to addressing new opportunities and challenges, accommodating new technologies, and developing effective solutions to meet the changing needs and priorities of Albertans.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Provincial/Municipal Relationship

Linkage: Goal 1

A key priority for the Ministry is to work with municipal partners to reassess and better define the roles and responsibilities of municipal governments and their relationship with the provincial government. Subsequently, the most appropriate funding vehicles that affect these roles and responsibilities will be determined. Increased clarity regarding roles and responsibilities will enable each order of government to more efficiently and effectively deliver the services for which it is responsible.

Objective: An understanding that clearly delineates which order of government is best suited for delivering which services, as a result of the Ministry working with municipal partners and the municipal associations.

2. Emergency Management **Linkage: Goal 5**	Local and world events have emphasized the need to enhance existing provincial government emergency management and develop provincial and local capabilities to deal with major emergencies and disasters. Objective: Alberta has in place an effective emergency management system and partnerships to ensure its citizens and infrastructure are safe from all hazards and that response and prevention activities are planned.
3. Using and Respecting the Land **Linkage: Goal 1**	The Ministry is working with other ministries, in the context of the land-use framework, to keep land-use policies current, so they meet the challenges and needs of municipalities and Albertans in a way that balances the interests of all parties. Objective: An updated set of land-use policies that are coordinated with and supported by affected provincial ministries and municipal associations, as a result of the Ministry working with other ministries and municipal partners.
4. Intermunicipal Partnerships **Linkage: Goals 1, 4, 5**	The Ministry continues to encourage and facilitate partnerships involving joint planning, innovation and common opportunities including shared resourcing in the delivery of services and programs. This approach provides opportunities to deliver services more effectively, making the most of limited resources. Objective: An increase in the number of municipalities working cooperatively to improve service delivery, including partnerships established through the Regional Partnerships Initiative.
5. Safety System Enhancement **Linkage: Goal 4**	Safety legislation is undergoing review to ensure it is current and responsive to changing needs. Work is ongoing to introduce harmonized, objective-based codes in the building, fire and plumbing disciplines through national and international codes and standards. The establishment of a unifying framework for the fire service in Alberta is one of the significant initiatives underway that will provide a strong foundation for innovation in the fire service. Objective: Alberta will continue to meet national and international safety code standards and have a framework for delivering fire services that meet individual community needs.
6. Municipal Growth Pressures **Linkage: Goals 1, 2**	The Ministry will continue to evaluate the impact of high growth on municipalities, including infrastructure, land-use, service, and revenue needs, in order to assist in building the capacity of these municipalities and improving the coordination of the government's response to these growth-related challenges. Objective: High growth municipalities and the Province are better able to anticipate and meet growth-related challenges, resulting in a reduction in the number of disputes caused by development pressures, and helping ensure that Alberta's continued economic growth is not impeded by a lack of infrastructure and services.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Local Government Services

Providing support services, policies and legislation that enhance the development of an accountable, well-managed, responsive and effective local government sector

GOAL ONE

1

An effective, responsive, cooperative and well-managed local government sector

What it means Through partnerships, cooperation, and a legislative framework, the Ministry promotes Alberta's prosperity and the Alberta Advantage by encouraging the development of an efficient and responsive local government sector that provides the services and infrastructure Albertans and businesses need.

Strategies

1.1 Provide support systems, deliver programs and encourage partnerships that foster excellence in local governance, management and service delivery by:

- building relationships and reviewing the land-use planning system to identify and develop policies and mechanisms that better support rural and urban municipalities in cooperating with their neighbours to better manage challenges arising from rapid growth,
- assisting municipalities in addressing the challenges of climate change by supporting energy efficiency and conservation,
- promoting the sharing of knowledge among municipalities to support a culture of improvement and the development of strategies for more effective governance, administration, land-use planning, financial management, and service delivery,
- developing and coordinating education, and information services and products that include training programs, online information, and workshops for Ministry stakeholders, and
- providing management and administrative services for the Special Areas and National Park Improvement Districts.

1.2 Support the resolution of local and intermunicipal governance and management matters by:

- providing advice on governance, administration, financial management, and land-use planning to local governments and associated local service-delivery organizations,
- supporting intermunicipal cooperation and self-directed dispute resolution through mediation and facilitation, and
- supporting the local dispute resolution initiative to help municipalities resolve internal disputes with staff and citizens.

1.3 Enhance the relationship between the province and municipalities by:

- supporting the Minister's Council on Municipal Sustainability as a forum for proactively discussing important municipal concerns and as a vehicle to help develop common solutions to resolve provincial-municipal problems,
- acting as an advocate for municipalities within the provincial government to improve provincial understanding of and responsiveness to municipal issues and concerns,
- improving the provision, coordination, and implementation of policies, programs, and services that enhance the effectiveness and efficiency of local services by working cooperatively with other ministries, municipalities, other provinces, Metis settlements, the federal government and other organizations,

- reviewing the provincial land-use framework to better achieve mutually beneficial provincial, municipal and land-owner interests, and
- reviewing current policies, programs, and legislation to determine what changes and new initiatives may be required to help high-growth municipalities address growth pressures.

1.4 Complete an enhanced review of the *Local Authorities Election Act* to ensure it provides public confidence in the election process while allowing flexibility to local authorities to address local circumstances.

1.5 Conduct a review of the *Municipal Government Act* in consultation with the municipal associations, municipalities, and other stakeholders to ensure the legislation meets current requirements.

1.6 Facilitate a legislative framework that enables municipalities to operate successfully and meet the local needs of Albertans by monitoring provincial legislation and regulations related to municipalities and recommending changes, where appropriate, that support improved approaches to local governance, election processes, and service delivery.

1.7 Assist municipalities having sustainability or accountability problems in examining and pursuing innovative approaches or restructuring that will address these issues.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
1.a Level of satisfaction with the Local Government Services Division's activities, services and programs, in enabling and promoting a cooperative and well-managed local government sector (Calculates the percentage of the units within Local Government Services that achieved their individual performance targets. Unit performance is determined through a satisfaction survey of stakeholders.)	100%	80%	85%	85%
1.b Albertans' Satisfaction with their Local Governments – Percentage satisfied	79%	80%	80%	80%

GOAL TWO 2

Financially sustainable and accountable municipalities

What it means The Ministry contributes to the financial sustainability of local governments, which are responsible and accountable to their citizens, by providing financial support, advice and services.

Strategies

2.1 Assist municipalities to meet the financial reporting and accountability requirements contained in the legislation and regulations by:

- providing financial and procedural advice to municipalities, and
- monitoring municipalities' financial statements and information returns.

2.2 Improve municipal capacity by providing financial support to local government initiatives by:

- administering the Unconditional Municipal Grant Program, the Municipal Sponsorship Program, the Grants in Place of Taxes Program, and other existing municipal grant programs,
- evaluating, reviewing and modifying existing grant programs and developing new grant initiatives, where enhanced support for local government communities is appropriate, and

- working with municipalities, other Government of Alberta departments and the federal government to improve long-term municipal sustainability.

2.3 Assist sustainability in high-growth municipalities by promoting innovative strategies.

2.4 Work with municipal associations to develop a long-term strategy that helps municipalities realize the benefits of SuperNet.

Performance Measure	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
2.a Percentage of municipalities meeting Ministry's criteria of financial accountability as established in the *Municipal Government Act*	99%	97%	97%	97%

GOAL THREE 3 A well-managed and efficient assessment and property tax system in which stakeholders have confidence

What it means The Ministry promotes a fair, reliable and transparent system of generating local and provincial revenue through taxation of property. The key result is an assessment and property tax system that is accurate, understandable, predictable, and timely.

Strategies

3.1 Promote an assessment and property tax system that is accurate, predictable, transparent and timely by:

- demonstrating leadership by exhibiting a high level of professional standards and good practices in assessment, while helping municipal officials and ratepayers to better understand and deal with the assessment system in Alberta,
- administering assessment procedures and guidelines on an ongoing basis, and reviewing regulated assessment procedures and guidelines regularly,
- developing and maintaining handbooks and guides, and providing professional advice to ensure that assessment practices and methodologies are current, and
- maintaining a comprehensive program of annual statistical audits and a five-year cycle for assessment procedure audits for each municipality.

3.2 Contribute to an effective and efficient system for assessment and taxation by:

- providing timely and accurate linear property assessments,
- providing timely and accurate equalized assessments and education tax requisitions, and
- facilitating appropriate sharing of data to improve the assessment, equalized assessment, and education taxation requisition processes.

Performance Measure	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
3.a Percentage of municipal assessment rolls that meet provincial standards for procedures, uniformity, and equity	92%	95%	95%	95%

Core Business Two: Safety Services and Fire Protection

Administering the safety system – the aggregate of provincial programs, regulations, partnerships, codes and standards – that provides for safety in the areas governed by the Safety Codes Act and promotes fire protection throughout the province

GOAL FOUR 4 A comprehensive safety system that provides an appropriate level of public safety

What it means Albertans are confident that the homes, buildings and facilities where they work, live and do business, and the associated equipment, such as elevators and electrical, heating and plumbing systems, are constructed and maintained to safe standards. They are also confident that prevention programs and the fire service contribute to a reduction in fire incidents.

Strategies

4.1 Initiate a comprehensive review of the *Safety Codes Act* that includes:

- addressing connections to other provincial acts, and
- clarifying the roles of municipalities and other safety system partners.

4.2 Maintain appropriate codes and standards by working with the Safety Codes Council in:

- conducting technical reviews and improving codes and standards, which include adoption of new editions of the electrical, electrical and communication utility, electrical installations at oil and gas facilities, private sewage, passenger ropeways, and boilers and pressure vessels codes anticipated for 2006-07,
- harmonizing codes and standards used in Alberta with national and international models, and
- implementing objective-based codes for the building, fire and plumbing disciplines.

4.3 Support delegated authorities in effectively applying codes and standards by:

- maintaining an appropriate administrative and regulatory framework,
- working with the Safety Codes Council to implement the considerations of the *Safety System Review Report*,
- monitoring the performance of accredited municipalities, corporations, agencies, and delegated administrative organizations (Alberta Boilers Safety Association, Alberta Elevating Devices and Amusement Rides Safety Association, and Petroleum Tank Management Association of Alberta),
- instituting improved technical communications and advisory services and launching a public awareness campaign, and
- enhancing relationships with stakeholder organizations.

4.4 Foster an effective fire service through initiatives that include:

- assisting the Fire Services Advisory Committee to develop a unifying framework that defines the scope of Alberta's fire service and provides communities with the option of choosing the service standards that are most appropriate to meet local needs,
- maintaining an inventory of province-wide fire service resources, and
- recognizing first responders with the Alberta Emergency Services Medal.

4.5 Lead and support effective fire and injury prevention programs by:

- promoting public education through initiatives such as *Risk Watch*, *Alberta Fire News*, and targeted campaigns,

- maintaining and enhancing a fire statistics information system,
- expanding partnerships with associations and industry, and
- tailoring programs to address the needs of Aboriginal communities.

4.6 Monitor the Safety Codes Council's administration of outstanding grants to owners of sites remaining in the Underground Petroleum Storage Tank Site Remediation Program as well as monitor their completion of the program.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a The percentage of assessed accredited municipal entities, corporations, agencies, and delegated administrative organizations administering the *Safety Codes Act* that achieve a satisfactory rating	97%	95%	95%	95%
4.b Fire deaths per 100,000 population (10-year moving average)	1.20	Less than or equal to 05-06 Actual	Less than or equal to 06-07 Actual	Less than or equal to 07-08 Actual

Core Business Three: Emergency Management Alberta

Leading and managing provincial emergency management programs and supporting municipalities to ensure their preparedness to deal with major emergencies and disasters

GOAL FIVE 5

An emergency management program that enables effective mitigation of, preparation for, response to, and recovery from major emergencies and disasters

What it means Alberta's communities and the provincial government, in collaboration with partners that include all orders of government, the private sector and non-government organizations establish a comprehensive emergency management system.

Strategies

5.1 Lead and coordinate Alberta's emergency and disaster mitigation processes by developing and maintaining:

- emergency management policy and legislation,
- early warning systems including the Alberta Emergency Public Warning System and the Alberta Emergency Notification System,
- consolidated provincial risk assessments, and
- provincial preventive initiatives, including the Alberta Counter-Terrorism Crisis Management Security Measures Best Practices Guide.

5.2 Coordinate and manage plans for major emergencies and disasters by:

- developing and maintaining provincial emergency management plans,
- supporting municipalities (including Métis settlements) and First Nations in developing, maintaining and exercising their emergency management plans, and
- supporting and developing partnerships to increase response capability.

5.3 Coordinate the provincial response to major emergencies and disasters by:

- assisting in municipal and First Nations activation procedures,
- activating and operating the cross-government Emergency Management Alberta Operations Centre as requested,
- coordinating information flow among all orders of government, the private sector and non-government organizations, and
- conducting a comprehensive lessons-learned process with all partners to ensure that emergency plans and capabilities are maintained and improved.

5.4 Lead provincial recovery activities in response to major emergencies and disasters by:

- activating disaster recovery procedures, including compiling information on the effects of major disasters, and developing disaster financial assistance programs,
- coordinating activities such as payment of financial assistance and requesting federal assistance under the disaster financial assistance arrangement, and
- coordinating the deactivation of emergency operations after the event, including the audit of all operations and programs as required.

5.5 Develop a strategy to ensure there is appropriate provincial and municipal oversight and response during major emergencies and disasters.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
5.a Percentage of claims where a member of the damage assessment team arrives on site within 30 days of a claim being received	100%	100%	100%	100%
5.b The level of preparedness as measured by the percentage of municipalities that have conducted an emergency management exercise in the last four years	86%	92%	94%	94%

Core Business Four: Municipal Government Board

Providing independent, quasi-judicial adjudication on matters specified under the Municipal Government Act

GOAL SIX 6 An independent system that administers appeals and issues timely and impartial decisions of high quality

What it means An efficient, effective and responsive appeal system that is seen as being fair and impartial by all parties to a complaint or appeal. The key results are timely processing of appeals filed with the Board and high-quality, independent processes, decisions and solutions.

Strategies

6.1 Ensure timely processing of appeals filed with the Board by:

- redeveloping the Board's databases to achieve the efficient recording, tracking, analyzing and managing of all appeal activity,
- investigating advanced case management procedures for selected appeals to ensure timeliness in hearing and deciding appeals,

- working with stakeholders to expedite the scheduling and hearing of appeals,
- scheduling, monitoring and tracking all decision-making and writing activities to ensure compliance with established timelines and procedures, and
- reviewing and revising administrative procedures regarding withdrawals to ensure that resources are assigned appropriately.

6.2 Maintain an appeal system that provides high-quality, independent processes, decisions and solutions by:

- providing ongoing training to strengthen adjudication skills for sustaining high quality, timely, consistent and independent processes and decision-making,
- obtaining feedback from stakeholders on an annual basis to gauge board performance, areas of strength, and areas requiring improvement, and·
- exploring, developing and piloting various processes for expediting appeals such as alternate dispute resolution methods, advanced appeal management, and one-member panels.

Performance Measure	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
6.a Considering the environment of Board hearings in which 50 per cent of parties may receive an unfavourable decision, the Board will strive to ensure that 80 per cent of parties who appear before it are satisfied or neutral regarding the Board's services and processes.	86%	80%	80%	80%

SUPPORT SERVICES

Financial and Information Technology Services	Directs the Ministry's information technology, financial reporting and budgetary activities, in a shared services environment, and ensures an accountability framework is in place to meet the obligations of the *Financial Administration Act* and the *Government Accountability Act*.
Business Services	Manages business planning, performance measurement, environmental scanning and information access and privacy protection. Coordinates legislative planning and processes and ensures responses, as required by the Legislative Assembly during session, that relate to the Ministry. Provides central administrative services in a shared services environment with Restructuring and Government Efficiency.
Communications	Provides strategic communications advice, consulting services, planning and communications support to the Minister, Deputy Minister and department staff to help communicate effectively with stakeholders, the media and Albertans.
Human Resources	Provides support in the human resource function to management and staff in achieving departmental priorities and the goals of the business plan. Some services are provided through a shared services approach in partnership with Restructuring and Government Efficiency.
Legal Services	Provides legal services to Municipal Affairs and its associated boards in a shared services environment.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Local Government Services	101,768	104,391	111,287	116,779	119,503	122,950
Safety Services and Fire Protection	11,097	11,112	11,247	12,503	12,454	12,436
Emergency Management Alberta	31,104	7,079	177,982	6,495	6,489	6,491
Municipal Government Board	3,420	3,461	3,772	3,701	3,807	3,808
MINISTRY EXPENSE	147,389	126,043	304,288	139,478	142,253	145,685

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	24,000	24,000	24,000	26,000	26,000	26,000
Transfers from Government of Canada	18,152	85	132,014	-	-	-
Premiums, Fees and Licences	421	290	341	290	290	290
Other Revenue	3,994	1,781	1,711	1,781	1,781	1,781
MINISTRY REVENUE	46,567	26,156	158,066	28,071	28,071	28,071
EXPENSE						
Program						
Ministry Support Services	9,662	9,931	10,113	10,350	10,306	10,321
Local Government Services	96,489	99,033	105,832	111,199	113,946	117,385
Public Safety	38,141	14,034	184,998	14,670	14,633	14,611
Municipal Government Board	2,814	2,845	3,145	3,059	3,168	3,168
Valuation Adjustments and Other Provisions	283	200	200	200	200	200
MINISTRY EXPENSE	147,389	126,043	304,288	139,478	142,253	145,685
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(100,822)	(99,887)	(146,222)	(111,407)	(114,182)	(117,614)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	46,567	26,156	158,066	28,071	28,071	28,071
Inter-ministry consolidation adjustments	(24,000)	(24,000)	(24,000)	(26,000)	(26,000)	(26,000)
Consolidated Revenue	22,567	2,156	134,066	2,071	2,071	2,071
Ministry Expense	147,389	126,043	304,288	139,478	142,253	145,685
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**147,389**	**126,043**	**304,288**	**139,478**	**142,253**	**145,685**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(124,822)	(123,887)	(170,222)	(137,407)	(140,182)	(143,614)

Restructuring and Government Efficiency

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Luke Ouellette, *Minister of Restructuring and Government Efficiency*
February 28, 2006

THE MINISTRY

The Ministry of Restructuring and Government Efficiency is committed to providing the core tools and services across government that are required to deliver effective and efficient programs and services to Albertans. These tools and services are provided to all ministries and include the processing of invoices, pay and benefits; purchasing of goods and services; developing contract standards; sorting and delivering mail; printing and copying documents; providing technical support for computers, telephones and faxes; and records management. The Ministry also publishes and sells Alberta's laws and other materials through the Queen's Printer.

A growth area for the Ministry involves increasing its capacity to review both business processes and regulatory provisions with a view to achieving better government services for ministry partners at reduced costs wherever possible. In addition, the Ministry provides strategic direction for the utilization of information and communications technology (ICT) and Alberta SuperNet by delivering integrated services to Albertans and ministry partners.

The Ministry will provide leading edge business practices through three core businesses: Business Innovation, Government Efficiency, and Service Excellence.

VISION

Government business runs smoothly and effectively and there is convenient, efficient and timely access to government programs and services for all Albertans.

MISSION

We champion excellence and innovation in government operations and shared services, and optimize the government's ability to deliver programs and services to Albertans.

Statement of Values and Commitments

Our Values

Restructuring and Government Efficiency encourages a corporate culture that engages employees with a shared vision.

Respect
We respect the opinions of others, and in turn strive to earn their respect.

Integrity
We will be open, fair and honest.

Communication
We strive to achieve open and meaningful communication with ministry partners and within our own ministry.

Our Commitments

The following commitments help us stay true to our values as we grow and change:

To our ministry partners:

- We will lead by example to achieve service excellence.
- We will be accountable for responding to customer needs.
- We will provide responsive, cost-effective, streamlined and standardized delivery of shared administrative services across government.

To our employees:

- We will maintain and foster an environment based on respect and honesty.
- We will provide opportunities for development to achieve both corporate and personal goals.
- We will assist our employees in achieving work-life balance.

CORE BUSINESSES

Core Business 1:	**Business Innovation**
Goal 1:	Develop and deliver initiatives that directly improve the delivery of programs and services to Albertans.
Core Business 2:	**Government Efficiency**
Goal 2:	Provide strategic leadership in corporate service delivery and improve efficiency within the Government of Alberta and across ministries.
Core Business 3:	**Service Excellence**
Goal 3:	Build and maintain excellence in delivering shared services to ministries and partners.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Link to Goals in the Government of Alberta 3-Year Business Plan

The Ministry of Restructuring and Government Efficiency plays a key role in supporting Goals 8 and 14 of the Government of Alberta Strategic Business Plan.

Alberta will have financially stable, open and accountable government (Goal 8) – Restructuring and Government Efficiency will lead the assessment and prioritization of opportunities to streamline, restructure and gain efficiencies for the business of government. The Ministry strives to deliver programs and services to Albertans through sharing corporate information and communications technology and administrative systems and processes.

Alberta will have supportive and sustainable infrastructure that promotes growth and enhances quality of life (Goal 14) – With the completion of Alberta SuperNet construction, the government provides broadband access to 429 communities in the province. SuperNet provides a high-speed broadband infrastructure for universities, schools, libraries, hospitals and provincial government buildings. This infrastructure, which was not previously available to rural communities, will provide increased opportunities and resources for Albertans and Internet Service Providers who will be able to connect to residences and businesses throughout the year. Restructuring and Government Efficiency will focus on strategic activities for the operation of SuperNet towards meeting the needs, challenges and opportunities facing users of the network.

Link to strategic opportunities in the 20-year strategic plan

The work of the Ministry of Restructuring and Government Efficiency is aligned with and contributes to the fourth strategic opportunity of the Government of Alberta's 20-year strategic plan – Making Alberta the Best Place to Live, Work and Visit. Restructuring and Government Efficiency supports the quality of life of Albertans by leading efforts to have a government that is accessible and responsive to the needs of the public through innovative information technology solutions and further collaboration with ministries. Restructuring and Government Efficiency works collaboratively with other ministries to ensure that there is ongoing innovation both by generating new ideas and approaches internally, and by using the ideas and approaches of others. Through continuous improvement, government operations will be effective and efficient with public resources focused on programs and services for Albertans.

An important focus for the work of this Ministry is the use of information and communications technology. With the completion of Alberta SuperNet, a province-wide broadband network, work continues towards maximizing the potential benefits of SuperNet for all Albertans. SuperNet strengthens efforts to attract investment and skilled workers to the province supporting Alberta's competitiveness in the global economy. The network enables rural communities and businesses to connect to the world through local service providers and gives individual Albertans access to new opportunities and resources. The SuperNet infrastructure enables opportunities for video conferencing and teaching systems to offer real-time distance learning for students or training for employees hundreds of kilometers apart supporting both the education of our youth and lifelong learning for all Albertans.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

In preparing this business plan, the Ministry of Restructuring and Government Efficiency considered the implications of a number of external and internal challenges and opportunities that could influence the Ministry's ability to implement strategies and to achieve its goals. Through this business plan we hope to address the challenges and build on the opportunities for success.

Rapid Growth. As a result of a prosperous economy and a growing population, the province of Alberta continues to face a rising demand for a new way in delivering government programs and services. Restructuring and Government Efficiency will play an important role in working with its ministry partners in the development and delivery of initiatives that will help enhance service delivery and promote easy access to government programs and services by Albertans.

Technology Changes. Through the innovative use of information and communications technologies, ministries will be able to enhance the delivery of government programs and services to Albertans and improve effectiveness and efficiency within the Government of Alberta. A key priority for this will be to keep pace with the ongoing changes in the technology field and constantly assess and implement new and innovative electronic means to address business needs and improve service delivery.

Ministry Partnerships. Ministry collaboration in areas including administration, finance, human resources, information technology and procurement services are essential in order to achieve the most efficient and effective business operations for the government. Working with ministry partners to increase clarity in their roles, responsibilities and resource commitments while establishing common best practices and standards applicable to the entire government will provide enhanced opportunities to better serve Albertans.

Protection of Personal Information. Ministries are expected to provide Albertans with the ability to exchange information and conduct transactions in a secure environment that ensures their personal information remains protected when accessing government information for different programs and services. Restructuring and Government Efficiency plays a critical role in ensuring that personal information stored or transferred to the government is protected using reliable and proven technologies.

With the ongoing support of ministry partners, Restructuring and Government Efficiency is committed to address new opportunities and challenges while effectively meeting public expectations. The Ministry is focused on achieving outcomes through innovative partnerships, processes and tools.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of challenges and opportunities, the strategic priorities described below are in addition to the ongoing core activities of the Ministry.

1. Alberta SuperNet

Linkage: Goal 1

Restructuring and Government Efficiency is engaged in strategic planning activities for the operation of Alberta SuperNet that will continue the work toward eliminating the digital divide between rural and urban areas. Work continues to identify key areas where SuperNet may be used to advantage. Internally, the Government of Alberta can use the network in innovating and improving cross-government applications, processes and technologies. Externally, SuperNet can provide Albertans with new opportunities, resources and access to government information.

Restructuring and Government Efficiency is supporting the potential of the SuperNet network by continuing with a number of initiatives to better respond to the needs, challenges and opportunities facing the various users of the network:

- The Information and Communications Technology/SuperNet Advisory Committee will assist in ensuring that the Government of Alberta corporate network will be fully utilized.
- By supporting the Rural Development Strategy, the Ministry will continue to promote economic development in rural communities. Plans are being developed to make active use of the full potential of high speed Internet and leading edge telecommunications to build skills and new business opportunities.

2. E-Business

Linkage: Goal 1

Restructuring and Government Efficiency is encouraging the use of web-based technologies by government to improve performance, create value, and simplify business processes in order to strengthen government relationships with customers, suppliers, business partners, citizens and employees. More than ever, ministries are offering web-based electronic services to Albertans that require the ability for multiple information systems to work collaboratively. Forms Management is one area where services are developed to support the electronic business environment. For example, as a part of the recent implementation of the *Family Law Act*, forms and interactive online kits were developed to support the new legislation and are available to ministries, officials of the provincial court and the legal community. The Queen's Printer also continues to enhance electronic access to Alberta's laws and other key legislative information.

3. Protecting People's Private Information

Linkage: Goal 1

With the increasing number of online applications, there is a growing need to provide security and protection of personal information collected by the Government of Alberta. This need has resulted in a number of initiatives that include the development of the Alberta Secure Access Service, which works to achieve efficient and effective protection of personal information; and the Government of Alberta Top Priority: Protecting People's Private Information. This strategy will work to ensure that personal and other sensitive information entrusted to government is managed to ensure its privacy and security.

4. Cross Government Collaboration and Shared Solutions

Linkage: Goal 2

Restructuring and Government Efficiency will continue to focus on using a collaborative approach and developing integrated and shared solutions to improve efficiency and effectiveness in the business operations of the government. With the ongoing support of ministry partners, Restructuring and Government Efficiency is committed to responding to new opportunities and challenges while effectively meeting public expectations. The Ministry is focused on streamlining government processes while taking a leadership role for the Government of Alberta in developing contracting standards for services.

The ICT Service Coordination Initiative is a key component in the efforts to achieve efficiencies within government. This initiative provides an opportunity to consolidate, standardize and refresh the government's information and communications technology infrastructure services (i.e., file and print services, messaging services etc.). This will allow Restructuring and Government Efficiency the opportunity to act as a leader in the strategic use of information and communications technology. In addition, by working as a facilitator with several cross-government committees, the Ministry will be able to provide increased value to ministry partners and stakeholders.

With responsibility for the Regulatory Review Secretariat, the Ministry will also explore opportunities to reduce regulatory complexity by streamlining regulations, removing duplication and eliminating unnecessary barriers to Albertans.

5. Customer Service

Linkage: Goal 3

The Ministry is continually seeking excellence in service delivery by providing our ministry partners with the services that they need within agreed timeframes for the benefit of the Government of Alberta.

Only through effective communication will this Ministry be successful in obtaining the necessary feedback and support to achieve continuous improvement, best practices and enhanced service delivery in areas of highest priority to the Government of Alberta. This ministry is committed to delivering service excellence and engages in ongoing dialogue with ministry partners to meet their current and evolving service needs.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Business Innovation

GOAL ONE 1 Develop and deliver initiatives that directly improve the delivery of programs and services to Albertans

What it means This goal reflects the ministry's commitment to drive innovation and streamline processes across government to provide seamless, easily accessible and secure program and service delivery to Albertans. We work collaboratively with other ministries across government to find better ways to serve the public. In a constantly changing world, we strive for continuous improvement and seek new opportunities to enhance delivery of programs and services. For example, with the recent completion of Alberta SuperNet, we will be able to use innovations in information and communications technology to help us better meet the needs and expectations of Albertans.

Strategies

1.1 Continue to improve Alberta SuperNet to enable high-speed broadband availability to schools, healthcare facilities, libraries and government facilities across Alberta.

1.2 Continue the Alberta Secure Access Service initiative to manage a single standardized environment to grant government employees and stakeholders' access to information in a secure manner.

1.3 Identify opportunities to transform the delivery of programs and services provided to Albertans by taking advantage of the capabilities of existing and emerging services and technologies.

1.4 Explore opportunities to improve access by the public and legal professionals to Alberta's legislation through services provided by the Queen's Printer.

1.5 Work with the following MLA Committees:

- Regulatory Review Committee – to conduct a current state assessment, establish a performance measure on regulatory burden and work with stakeholders to make Alberta more business friendly.
- Information and Communications Technology/SuperNet Advisory Committee – to provide strategic advice to the Minister concerning the government's information and communications technology direction and priorities.
- Fees and Charges Monitoring Committee – to ensure fees charged to the public are rationalized and appropriate.

1.6 Actively participate in cross-government committees that focus on specific ministry and citizen issues and priorities.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Number of computer applications[a] that use the Alberta Secure Access Service[b]	1 (2004-05)	10	25	30
1.b Number of organizations[c] that use SuperNet for IP videoconferencing[d]	30 (2005-06)	60	100	140

Notes:

[a] Applications refer to computer applications that provide access to controlled or private information.

[b] The Alberta Secure Access Service authenticates users through a single log-in.

[c] Organizations refer to Government of Alberta ministries, learning jurisdictions, health authorities and library associations.

[d] IP videoconferencing refers to Internet Protocol videoconferencing which enables videoconferencing using internet standards.

Core Business Two: Government Efficiency

GOAL TWO 2

Provide strategic leadership in corporate service delivery and improve efficiency within the Government of Alberta and across ministries

What it means The government is accountable to Albertans to operate smoothly and effectively. The Ministry of Restructuring and Government Efficiency will take a lead role in identifying and assessing opportunities to streamline and gain efficiencies in the business of government. We will work using partnerships and collaboration with other ministries to take action on those opportunities.

Strategies

2.1 Continue to implement and maintain the Information and Communications Technology Privacy Framework, providing clarification and guidance related to information and communications technology standards and best practices.

2.2 Establish a core budget for the Ministry of Restructuring and Government Efficiency that will reduce the administrative effort of fund transfers from ministries for common, shared services and allow for more resources to be used for the core businesses of ministries.

2.3 Continue the Procurement Re-engineering initiative which will help optimize how the government obtains goods and services.

2.4 Develop an ICT Service Coordination Model that allows for a common approach in the delivery of shared information and communications technology infrastructure services.

2.5 Generate initiatives to improve the overall efficiency of government administrative processes and productivity by building on the government's investment in its financial and human resources system, the Alberta Government Integrated Management Information System (IMAGIS).

2.6 Continually research and undertake alternative service delivery strategies in targeted areas that will enhance customer service.

2.7 Explore opportunities for public-private partnerships.

2.8 Work with different internal government councils to identify, assess and manage innovative initiatives to streamline and gain efficiencies in the business of government through collaboration with other ministries.

2.9 Lead the identification and implementation of opportunities for developing cross-government contracting standards for services.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Thousands of invoices paid electronically[a]	960 (2005-06)	1,000	1,050	1,100
2.b Percentage of technology services budget[b] spent on services delivered through the ICT Service Coordination Model[c]	14% (2005-06)	23%	31%	41%
2.c Percentage of government employees that use the GoA Domain[d]	20% (2004-05)	28%	56%	100%

Notes:

[a] Electronically refers to invoices paid using IMAGIS, Electronic Payment System (EPS) and procurement cards.

[b] Technology Services budget refers to the budget for information and communications technology infrastructure services provided by Restructuring and Government Efficiency to other ministries.

[c] The ICT Service Coordination Model is a common, cross-government approach to the delivery of the government's information and communications technology infrastructure services in a standardized manner.

[d] The GoA Domain refers to employees who completely or partially receive common information and communications technology services including: messaging services, distributed file and print services, customer support services, and infrastructure management (the physical infrastructure, maintenance and support of servers, networks, desktop computers and systems software).

Core Business Three: Service Excellence

GOAL THREE 3

Build and maintain excellence in delivering shared services to ministries and partners

What it means The Ministry of Restructuring and Government Efficiency has a unique role in supporting integrated and shared services for ministries across government. Although the business of each ministry is different, the support functions are similar, making it possible to share these services and have one ministry administer these services across government. We work collaboratively to facilitate ministry partnerships in areas including administration, finance, information technology, pay and benefits and procurement services. Where we are responsible for delivery of services to ministries, we will build and maintain service excellence.

Strategies

3.1 Continue with ministry efforts to identify and provide excellence in shared service delivery with a focus on superior customer service.

3.2 Broaden ministry partnerships by offering innovative and effective shared services.

3.3 Improve employee capacity to provide effective service through increased knowledge, skills and tools to meet ministry goals.

3.4 Refine, integrate and implement the delivery of shared services with a focus on standardizing operational levels of shared service delivery while encouraging the reuse of previously successful cross-government solutions.

3.5 Manage a shared, integrated government information and communications technology infrastructure.

3.6 Ensure that standard services are consolidated and delivered to all ministry partners while capitalizing on potential opportunities within ministries for new service offerings.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of ministries satisfied with the overall quality of common administrative services[a] provided	80% (2004-05)	83%	86%	89%
3.b Percentage of Restructuring and Government Efficiency employees who agree that the Ministry provides the support they need to acquire or develop knowledge or skills in their current job	64% (2004-05)	69%	71%	73%

Notes:

[a] Common administrative services include: accounts payable, fleet management, central deliver courier services, contracted services, library, pay and benefits and records management.

During 2006-07 a performance measure will be developed that will measure overall client satisfaction with shared services including all of the delivery activities for the divisions of Business Services, Financial Services and Technology Services. The results of this survey will act as the baseline actual for inclusion in the 2007-10 ministry business plan.

PROGRAM DESCRIPTION

One of the fundamental elements of this business plan involved restructuring the Ministry to better respond to the delivery of services to ministry partners. Restructuring and Government Efficiency has aligned its core businesses to the following programs:

Core Business 1: Business Innovation
Program: Business Innovation

- Business Transformation consists of two primary initiatives:
  - The Business Development unit was established to identify and deliver innovative change opportunities to improve the delivery of services to both Albertans and within government.
  - Regulatory Review will see an increased focus in 2006-07 in order to remove barriers in accessing government services by Albertans and improve the business climate in Alberta.
- SuperNet delivers business innovation by streamlining processes and promoting innovation in providing seamless, secure and accessible services to Albertans.

Core Business 2: Government Efficiency
Program: Government Efficiency

- Cross-Ministry Development provides focus and direction for cross-government efforts driven by business needs.
- Enterprise Resource Planning provides focus and direction as it pertains to the Alberta Government's Integrated Management Information System.

Core Business 3: Service Excellence
Program: Service Excellence

- Procurement and Administration Services provides a shared service environment that allows ministry partners to concentrate and focus on their own core businesses.
- Finance and Employee Services provides support to all ministries in order to maximize the efficient and effective use of shared resources.
- Information Technology and Network Services delivers the information and communications technology infrastructure services and corporate applications required by ministries to support the delivery of their programs.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Business Innovation	4,902	7,003	6,745	6,946	6,946	6,946
Government Efficiency	31,010	32,915	32,922	33,139	33,139	33,139
Service Excellence	187,405	217,838	218,756	210,814	210,814	210,814
MINISTRY EXPENSE	223,317	257,756	258,423	250,899	250,899	250,899

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Internal Government Transfers	41,000	-	-	-	-	-
Other Revenue	112,357	111,193	128,966	105,759	105,759	105,759
MINISTRY REVENUE	153,357	111,193	128,966	105,759	105,759	105,759
EXPENSE						
Program						
Ministry Support Services	9,025	7,216	7,216	7,350	7,350	7,350
Business Innovation	4,697	6,800	6,550	6,735	6,735	6,735
Government Efficiency	29,711	31,960	31,970	32,134	32,134	32,134
Service Excellence	179,551	211,520	212,427	204,420	204,420	204,420
Valuation Adjustments and Other Provisions	333	260	260	260	260	260
MINISTRY EXPENSE	223,317	257,756	258,423	250,899	250,899	250,899
Gain (Loss) on Disposal of Capital Assets	(1,360)	-	(1,813)	-	-	-
NET OPERATING RESULT	(71,320)	(146,563)	(131,270)	(145,140)	(145,140)	(145,140)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	153,357	111,193	128,966	105,759	105,759	105,759
Inter-ministry consolidation adjustments	(150,645)	(109,089)	(126,862)	(103,655)	(103,655)	(103,655)
Consolidated Revenue	2,712	2,104	2,104	2,104	2,104	2,104
Ministry Expense	223,317	257,756	258,423	250,899	250,899	250,899
Inter-ministry consolidation adjustments	(109,645)	(109,089)	(126,862)	(103,655)	(103,655)	(103,655)
Consolidated Expense	**113,672**	**148,667**	**131,561**	**147,244**	**147,244**	**147,244**
Gain (Loss) on Disposal of Capital Assets	(1,360)	-	(1,813)	-	-	-
CONSOLIDATED NET OPERATING RESULT	(112,320)	(146,563)	(131,270)	(145,140)	(145,140)	(145,140)

Seniors and Community Supports

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Yvonne Fritz

Yvonne Fritz, *Minister of Seniors and Community Supports*
March 1, 2006

THE MINISTRY

The Ministry consists of the Department of Seniors and Community Supports, the Persons with Developmental Disabilities (PDD) Boards, and the Alberta Social Housing Corporation.

The Department includes the following six divisions: Seniors Services; Income Support for Persons with Disabilities; Housing Services; Strategic Planning and Supportive Living; Community Support Systems; and Strategic Corporate Services. The Department provides administrative, planning and research support to the Seniors Advisory Council for Alberta and the Premier's Council on the Status of Persons with Disabilities.

The Provincial PDD Board is an agent of the Crown as established by the *Persons with Developmental Disabilities Community Governance Act*. The Alberta Social Housing Corporation is an agent of the Crown established under the authority of the *Alberta Housing Act*. The corporation operates as an administrative entity for holding housing assets and some programs.

VISION

A vibrant province where all Albertans live with dignity as full participants in society and experience the best possible well-being and independence.

MISSION

To provide and coordinate supports, services, programs, information, and strategic planning that contribute to the inclusion, well-being, and independence of seniors, persons with disabilities, and persons in need of housing supports.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Seniors and Community Supports' business plan aligns with Strategic Opportunity 4, *Making Alberta the Best Place to Live, Work and Visit*, in the Government of Alberta 20-year strategic plan.

The Ministry supports Government of Alberta Goal 5, *Albertans will be healthy*, through the provision of health-related supports and services for seniors and persons with disabilities. The Ministry supports Government of Alberta Goal 6, *Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help*, in a number of ways. These include the provision of financial, community, and decision-making supports for persons with disabilities, as well as housing support to Albertans who have difficulty meeting their housing needs. The Ministry supports Government of Alberta Goal 8, *Alberta will have a financially stable, open and accountable government*, through expenditures on debt servicing costs for housing assets owned by the Alberta Social Housing Corporation. The Ministry supports Government of Alberta Goal 13, *The vitality and independence of Alberta's seniors will be supported*, through the provision of financial supports for lower-income seniors, provision of information on government programs and services for seniors, and facilitation of supportive living options for seniors, including the seniors lodge program. The Ministry supports Government of Alberta Goal 14, *Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life*, through one-time capital funding that encourages the public, private and non-profit housing sectors to develop sustainable housing initiatives that serve identified community needs.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Seniors and Community Supports delivers important programs and services to seniors, persons with disabilities, and persons in need of housing support.

Seniors constitute about 10 per cent of Alberta's population. Currently, Alberta is home to 339,000 people over 65 years old, with 35,000 seniors over 85 years old. Approximately 142,000, or 42 per cent, receive the Alberta Seniors Benefit.

More than 34,000 Albertans with severe disabilities receive Assured Income for the Severely Handicapped (AISH). In addition, more than 9,000 adult Albertans with developmental disabilities receive services from the Persons with Developmental Disabilities (PDD) program. The Alberta Aids to Daily Living program assists approximately 78,000 Albertans with medical equipment and supplies.

The Ministry facilitates housing for more than 58,000 lower-income Albertans. In addition, approximately 20,600 Albertans are accommodated in supportive living. Supportive living accommodation includes seniors' lodges funded through the Ministry, designated assisted living units and other supportive living environments. Approximately 14,000 people live in long-term care facilities, including auxiliary hospitals and nursing homes.

In its strategic planning process, the Ministry recognizes the diversity and breadth of its client population. Identifying trends, challenges, and opportunities is an important part of setting the Ministry's strategic priorities. The following factors have influenced the Ministry in developing its goals, strategies and priorities.

Aging Population

Over the next decade, the number of Albertans aged 65 and over is projected to grow by more than 40 per cent to approximately 475,000 as the baby boom generation reaches its senior years. This group may have different skills, abilities and expectations from current seniors. At the same time, the number of seniors aged 85 and over is expected to grow by 30 per cent to 45,500 by 2016. As Albertans live longer and expect to remain in their communities, demand for housing and community supports to maintain independence will continue to grow. Persons with disabilities are also living longer and traditional seniors' services may not be well adapted for the needs of this group. The aging of parents/guardians and caregivers will also significantly impact the way the Ministry provides supports and services.

Rising Cost of Living

Many of the Ministry's clients have relatively low or fixed incomes with limited capacity to adjust to the cumulative effect of rising living costs. The Consumer Price Index for lower-income households in Alberta increased by 15.1 per cent from January 2001 to February 2004, compared to 11.1 per cent for higher-income households. In addition, increases in items such as utilities, gasoline and insurance impact the operating costs of agencies and organizations funded by the Ministry to provide services to Albertans.

Rising Cost of Health Care

New and more effective drugs and advances in medical equipment can significantly improve people's lives. Drugs have been the fastest growing component of Canadian health care during the past 25 years. Advances in medical equipment, such as power lifts, power beds, augmentative communication devices and prosthetics also contribute to rising health costs. A challenge for the Ministry is to find ways to make these costly items more affordable for the Ministry's clients.

Increasing Complexity of Needs

The needs of the Ministry's clients have grown increasingly complex. Many require a range of coordinated supports and services. Some have multiple and complex challenges, such as physical and developmental disabilities; addictions; mental health issues; challenges related to aging; poverty; difficulty finding appropriate housing; and/or abuse.

Shift to Community-Based Supports

The shift from facility care to community-based care allows individuals to return home after shorter hospital stays or have their ongoing health and personal care needs met in their community where they may experience greater quality of life. However, this shift currently requires Albertans to absorb a significant portion of the costs of equipment, supplies, drugs, transportation and other items that would have previously been covered by facilities or through the acute care system. This shift requires flexible options for assisting Albertans with some of these costs.

Community Inclusion

There is a growing movement among persons with disabilities and seniors regarding the right to participate and be fully included in all aspects of community life. Increasingly, the expectation of this movement is that government has a responsibility to ensure that barriers to full inclusion and community participation are reduced. The Ministry recognizes the challenge of balancing and sharing these responsibilities.

Housing Pressures

Higher housing prices, increased utilities costs and continued in-migration to the province have contributed to the high demand for affordable housing. In addition, there is an increasing need for affordable and accessible housing for persons with disabilities. The private sector has shown a lack of interest in affordable housing due to higher profitability in private market housing. Many provincially-owned facilities targeted to lower-income Albertans are more than 25 years old and require repair and/or replacement.

Partnerships

Communities are becoming increasingly engaged in working collaboratively with the Ministry on issues and services that impact their citizens. Collaborative relationships with other levels of government have also grown, while collaboration with other ministries within Alberta continues to be an important focus of the Ministry's work. Such partnerships provide opportunities to tap expertise, build knowledge, share good practices and develop service approaches that result in the best possible outcomes for Albertans.

STRATEGIC PRIORITIES 2006-09

The Ministry's mandate provides many opportunities to address needs, and coordinate programs, policies and resources to serve clients in a more comprehensive way. To support greater demands and rising expectations, the Ministry recognizes the need to enhance its human resources, information technology systems and information resources.

Through the Ministry's review of environmental factors, the following strategic priorities have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Seamless Services**

   Linkage:
   Goals 1 to 7

   Key programs that serve seniors, persons with disabilities, and people in need of housing have been brought together under this ministry. Many of these programs serve the same people at different points in their lives, and frequently people are eligible for benefits and services from more than one of the Ministry's programs. Many clients also receive services from more than one ministry. For Ministry clients, moving from one program to another, or applying for additional programs for which they may be eligible should be smooth, simple and seamless. The Ministry will work to streamline access to programs for Ministry clients and build effective linkages with other government programs that serve them.

2. **Quality Information**

   Linkage:
   Goals 1 to 7

   Quality information assists people in making wise choices concerning housing, health services, end-of-life planning and other matters that affect their lives. It also helps to educate the public and community agencies on issues and resources that impact the Ministry's diverse client base. The Ministry will review its information services to ensure that information provided is clear, relevant, consistent, accurate, and accessible to those with alternate communication needs.

3. **Sustainable Housing**

   Linkage:
   Goals 4 and 5

   The Ministry will encourage public, private and non-profit housing sectors to work together to develop locally-based sustainable housing initiatives. These initiatives will include housing for lower-income Albertans, persons with disabilities, and other Albertans who have difficulty finding suitable housing within their means, such as those working in high-growth, high-cost areas. The Ministry will work with communities in finding innovative ways to help address specific local housing needs. One-time capital funding will be provided to public, private and non-profit housing sectors for the development of housing that does not require ongoing operating subsidies.

4. Adult Protection

Linkage:
Goals 6 and 7

The Ministry is responsible for a range of safeguards, for example, the *Protection for Persons in Care Act, the Dependent Adults Act*, and an Abuse Prevention and Response Protocol for persons with developmental disabilities. In addition, the Ministry assists in funding community agencies that provide accommodation for abused seniors. However, more needs to be done to enhance the safety of seniors, persons with disabilities, and adults who receive government-funded care services from facilities such as hospitals, long-term care and supportive living facilities. The Ministry will work with other ministries and stakeholders to examine adult protective mechanisms in Alberta and their impact on the Ministry's clients. In addition, standards and compliance mechanisms for accommodation services will be established in supportive living and long-term care settings.

5. Leadership in Policy

Linkage:
Goals 1 to 7

The consolidation within a single ministry of responsibility for such a diverse population provides a unique opportunity for the Ministry to take a leadership role in policy directions. Work will include liaising with community stakeholders to identify factors in the social and economic environment that impact the Ministry's clients. As well, collaboration with other ministries will contribute to government programs and policies that reflect the changing needs of seniors, persons with disabilities and persons in need of housing supports.

6. Quality Continuing Care

Linkage:
Goals 1 to 6

The Ministry will support the shift to supportive living from long-term care accommodation by facilitating the development of affordable supportive living options, and maintaining quality supportive living and long-term care accommodation services. In addition, the Ministry will work to adjust long-term care accommodation rates in a fair and incremental way.

Core Business One: Provide targeted financial and health-related benefits

GOAL ONE

1 Seniors in need have access to financial benefits that will enable a secure and dignified way of living

What it means Income is one of the major determinants of health and well-being. Income assistance programs help seniors to live with dignity by enabling them to make their own financial decisions, secure their basic living needs, maintain their independence, and continue as participating and contributing members of the community.

The Alberta Seniors Benefit is an income-based program that provides monthly cash payments to eligible lower-income seniors to improve their financial situations. The Special Needs Assistance for Seniors program provides a lump-sum cash payment to eligible seniors who demonstrate they are experiencing financial difficulties in meeting one-time, extraordinary expenses above their basic living requirements.

Strategies

1.1 Provide a simplified, single point of entry for accessing income-based seniors' benefits.

1.2 Forecast, plan and model seniors' policies and programs to identify potential improvements to income-based seniors' benefits that are responsive to changing needs.

1.3 Develop consistent, accurate and client-focused information on programs and services for seniors.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Percentage of seniors provided with the opportunity to apply for the Alberta Seniors Benefit.	99%	100%	100%	100%
1.b Assessment time in working days for Special Needs Assistance for Seniors program applications.	12 days	12 days	11 days	10 days
1.c Satisfaction with information services provided by the Seniors Information Line.	92.7%	93%	93%	93%

GOAL TWO

2

Albertans with a severe and permanent disability have access to financial benefits that assist them to live as independently as possible

What it means Income is one of the major determinants of health and well-being, but some Albertans are unable to work to support themselves due to a severe and permanent disability. These Albertans need to be able to meet their living needs, such as rent, food and clothing, as well as achieve their longer-term goals and aspirations.

Through the Assured Income for the Severely Handicapped (AISH) program, the Ministry provides a monthly living allowance so clients can meet their living needs and live as independently as possible. In addition, personal income support benefits help with extra monthly or one-time expenses incurred by AISH clients. An increasing number of Albertans are accessing these benefits. The benefits help AISH clients to live as independently as possible and be fully included in society.

Strategies

2.1 Continue to implement and evaluate the changes to the AISH program resulting from the 2004 AISH Review, and identify further program improvements to respond to client needs.

2.2 Continue analysis of current business applications and plan future information system solutions to facilitate effective planning and responsiveness to changing client needs.

2.3 Enhance mechanisms to assist persons with disabilities to manage their financial benefit.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Number of working days between completed applications and decision for AISH applications.	30	25	24	23

GOAL THREE 3

The Ministry's health-related supports and services enhance independence and well-being

What it means Health-related supports and services enhance well-being by enabling Ministry clients to maintain their independence in their homes or home-like settings. To support this goal, the Ministry provides a number of programs and benefits, including the Alberta Aids to Daily Living program (AADL), health-related benefits through the AISH program, dental and optical programs for seniors, and supports to family and other informal caregivers of persons with disabilities.

AADL helps Albertans of all ages who have a long-term disability, chronic illness or terminal illness maintain their independence through the provision of hearing and communication devices; medical/surgical supplies; mobility equipment; prosthetics and orthotics; custom footwear and seating; and respiratory equipment.

For seniors, the Ministry's dental and optical programs assist with the cost of dental treatment and eyeglasses.

For AISH clients, health-related benefits include premium-free Alberta Health Care Insurance, eye and dental care, emergency ambulance services, prescription drugs, essential diabetic supplies, and exemption from Alberta Aids to Daily Living co-pay fees.

Family and other informal caregivers play a crucial role in assisting seniors and persons with disabilities. The Ministry works in partnership with community organizations and other government ministries to provide supports to family and informal caregivers.

Strategies

3.1 Explore service delivery policies and eligibility criteria for health benefits across the Ministry and work towards a single point of entry for clients.

3.2 Collaborate with internal and external partners to help coordinate health-related benefits of AISH clients in a cost-effective manner.

3.3 Adjust delivery models to provide a range of health supports and services to contribute to the independence of Ministry clients.

3.4 Identify and implement a range of supports for informal caregivers of persons with disabilities.

3.5 Implement a pilot program to provide augmentative communication devices for persons with communication difficulties.

Performance Measure	Last Actual (2003-04)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of AADL clients who agreed that AADL helped them be more independent in their homes or residences.	90%	n/a*	90%	n/a*

Note:
* Survey conducted every two years.

Core Business Two: Provide a range of housing options and supports for lower-income Albertans

GOAL FOUR

4 Lower-income Albertans have access to a range of housing options

What it means Albertans value their independence and want to have choice in how and where they live wherever possible. Lower-income Albertans may have difficulty meeting their housing needs, which can vary at different stages of their lives. For example, disabilities, illness, conditions related to aging, or homelessness all require different sorts of accommodation and supports. The cost of private-sector housing options is beyond the reach of many Albertans. These include those working for relatively low wages in high-cost, high-growth areas of the province as well as many seniors and persons with disabilities.

The Ministry provides supports for a range of housing options that are intended to help people with lower incomes to either move toward independent living situations or remain as independent as possible in the community. Housing options may include emergency and transitional housing, housing for persons with disabilities, family housing, and supportive living. The Ministry works toward this goal by funding emergency and transitional shelters, increasing the number of affordable and accessible housing units, supporting the development of supportive living options, and assisting with home adaptations to help people remain in their own homes.

Strategies

4.1 Provide one-time capital funding and develop partnerships to increase the supply of sustainable, affordable housing.

4.2 Continue to make provincially-owned land available for affordable housing in high-growth communities such as Fort McMurray.

4.3 Encourage communities to take a lead role in developing community housing plans that identify a range of coordinated shelter and related services that promote the transition to independent living.

4.4 Work within the ministry, with other ministries, and with stakeholders such as regional health authorities to make supportive living an affordable alternative to long-term care for lower-income seniors and persons with disabilities.

4.5 Work in partnership with housing operators to plan community supports in coordination with housing.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08**	Target 2008-09**
4.a Number of affordable housing units developed with support from provincial funding.	1,162	360*	-**	-**

Notes:

* The reduction in the target is due to increased funding per unit.

** Funding for 2007-08 and 2008-09 has not been allocated.

New measure: Number of affordable supportive living units for aging in place developed with support from provincial funding. Baseline results will be reported in 2005-06 Annual Report.
New measure under development: Number of working days on social housing wait list for applicants who are determined to be in critical need.

GOAL FIVE

5 Housing programs are effectively managed and focused on those most in need

What it means Housing that is effectively managed results in greater responsiveness to individual needs, and improved quality of housing and services provided to residents by the organizations that directly manage the housing. These management services should be provided in a fiscally responsible manner.

The Ministry is the steward of a housing portfolio that is managed through local management bodies. The Ministry works to ensure these management bodies are operating effectively and within legislative requirements, and ensures adequate funding is in place to maintain housing facilities. In addition, the Ministry is responsible for developing, monitoring and enforcing accommodation standards for long-term care facilities and supportive living settings, including seniors lodges; and for setting long-term care accommodation rates.

Strategies

5.1 Focus resources on maintaining aging provincially-owned housing.

5.2 Ensure that the Ministry's housing portfolio is operated according to acceptable standards.

5.3 Evaluate the effectiveness of affordable housing and supportive living projects that received capital assistance in meeting their goals and requirements of providing long-term affordable housing options.

5.4 Work with other ministries and stakeholders to develop and implement accommodation standards for supportive living and long-term care settings; establish monitoring and enforcement mechanisms; and develop a public information and reporting system.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
Quality of accommodation provided by housing operators, and where appropriate, services provided, as indicated by satisfaction of residents of:				
5.a Family housing	75.6%	80%	80%	80%
5.b Seniors' lodges	90.2%	93%	93%	93%
5.c Seniors' self-contained housing	88.0%	93%	93%	93%

New measure under development: Quality of accommodation services provided in supportive living and long-term care facilities, as indicated by the percentage of facilities reviewed that meet or exceed provincial standards.
New measure under development: Effectiveness of management bodies in managing their budgets.

Core Business Three: Provide and coordinate a range of supports for living in the community

GOAL SIX

6 Seniors and persons with disabilities have access to supports that enable them to participate in community life

What it means Participating in the community means being able to work, volunteer, take advantage of educational and recreational opportunities, and engage in other chosen activities. Many Albertans need support to be involved in these activities due to disability, illness or frailty.

The Ministry works in a number of ways to enhance the ability of persons with disabilities and seniors to participate in community life. The PDD Boards provide living, employment and community access supports for adults with developmental disabilities. Albertans with disabilities receive community support services through the Brain Injury Initiative and the Program Development for Persons with Disabilities Initiative. The Ministry leads the implementation of the recommendations of the Alberta Disability Strategy, and works with other ministries and community stakeholders to influence policies and programs that enhance seniors' independence and continuing participation in their communities. The Office of the Public Guardian supports private guardians and provides decision-making services for dependent adults, when required.

Strategies

6.1 Work with communities to strengthen their ability to support persons with disabilities in participating in and contributing to community life.

6.2 Work with other ministries and community organizations to enhance services and opportunities in areas such as transportation, post-secondary education, lifelong learning, volunteering and employment.

6.3 Renew the AISH delivery model to connect AISH clients to a range of supports and services to meet their needs and enhance their independence.

6.4 Invest in research and research-related initiatives that contribute to communities' abilities to include adults with disabilities.

6.5 Implement a new guardianship model to ensure better outcomes for dependent adults.

6.6 Deliver a renewed public education campaign to encourage Albertans to plan for the future through personal directives.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
6.a Satisfaction of families/guardians of persons with developmental disabilities with PDD-funded services	85.8%	89%	n/a*	89%
6.b Percentage of dependent adults with private guardians.	82%	80%**	80%**	80%**
Satisfaction with supports and decision-making services provided by the Office of the Public Guardian of:				
6.c Private guardians	91%	n/a***	90%	n/a***
6.d Service providers	87%	n/a***	90%	n/a***

Notes:

* Survey conducted every two years.

** Private guardianship is preferred over public guardianship where possible and appropriate. Historical data indicates that the appropriate ratio of private to public guardianship is approximately 80-20.

*** Surveys were conducted in 2004-05 and 2005-06. Results of 2005-06 survey will be reported in 2005-06 Annual Report. Survey will be conducted biennially in subsequent years.

New Measure: Satisfaction of dependent adults with supports and decision-making services provided by the Office of the Public Guardian. Baseline results will be reported in 2005-06 Annual Report.
New Measure: Percentage of persons with brain injury and/or other disabilities and their families/caregivers reporting they feel supported by Community Support Services. Baseline results will be report in 2005-06 Annual Report.

GOAL SEVEN 7 The safety and security of seniors and persons with disabilities are enhanced

What it means A safe and secure environment, where people are free from abuse and neglect, is important for well-being and quality of life. The Ministry has a particular interest in addressing the safety and security needs of adults who may be especially vulnerable to abuse and neglect, including persons with disabilities, older adults, and persons who require the assistance of a guardian to make personal decisions.

Through the *Protection for Persons in Care Act*, the Ministry investigates and responds to complaints of abuse of people receiving government-funded care services. The *Dependent Adults Act and the Personal Directives Act* include protective functions that help to preserve the rights, enhance decision-making, and prevent abuse of vulnerable adults. In addition, the PDD program has an Abuse Prevention and Response Protocol for addressing abuse of adults with developmental disabilities. The Ministry also works with other ministries to prevent and address abuse of seniors in their families and communities.

Strategies

7.1 Review current legislation and policies relating to adult protection and develop options for improving safeguards.

7.2 Continue the legislative review of the *Dependent Adults Act*, the *Personal Directives Act*, and the *Protection for Persons in Care Act*.

7.3 Continue to improve the process of receiving and investigating complaints of abuse of adults receiving government-funded services.

7.4 In partnership with the community rehabilitation service sector, review and evaluate safeguards against mistreatment of individuals with developmental disabilities.

7.5 Continue the development of a comprehensive approach for government to address the complex issue of abuse of seniors.

7.6 Enhance the current role of the Office of the Public Guardian with private guardians including: providing support throughout the term of a court order, consultation and dispute resolution, monitoring and investigation of complaints and bringing forward urgent matters to the attention of the courts in a proactive way.

Performance Measure

New Measure: Percentage of persons involved in Protection for Persons in Care investigations satisfied with the investigation process. Baseline results to be reported in the 2005-06 Annual Report.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Provide targeted financial and health-related benefits	751,268	911,464	928,214	1,035,223	1,084,767	1,108,308
Provide a range of housing options and supports for lower-income Albertans	220,641	219,453	283,334	283,704	204,322	203,975
Provide and coordinate a range of supports for living in the community	485,926	535,257	594,762	563,656	548,450	573,916
MINISTRY EXPENSE	1,457,835	1,666,174	1,806,310	1,882,583	1,837,539	1,886,199

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Transfers from Government of Canada	258,061	276,830	268,574	287,294	272,758	281,611
Investment Income	1,456	1,331	1,581	1,756	1,931	2,106
Premiums, Fees and Licences	1,467	1,095	1,245	1,245	1,245	1,245
Other Revenue	28,320	3,685	3,685	3,563	3,680	3,803
MINISTRY REVENUE	289,304	282,941	275,085	293,858	279,614	288,765
EXPENSE						
Program						
Alberta Seniors Benefit	233,992	248,646	253,446	274,095	278,895	287,595
School Property Tax Assistance	-	10,000	5,000	9,000	16,000	24,000
Special Needs Assistance	17,201	24,262	24,262	24,254	24,454	24,454
Seniors Optical and Dental Assistance	17,688	52,309	57,309	60,309	60,809	60,809
Assured Income for the Severely Handicapped	398,530	487,983	500,333	574,025	609,125	612,125
Assistance to Persons with Developmental Disabilities	463,091	486,402	495,927	508,737	508,737	538,737
Community Support Systems	8,211	9,423	9,423	15,067	15,567	17,067
Seniors Lodge Assistance	17,489	21,650	26,350	30,650	35,150	36,150
Support to Housing Providers and Special Purpose Housing	32,442	48,725	48,725	53,267	57,567	57,567
Rent Supplement	13,760	15,017	15,017	17,017	17,017	17,017
Transitional Housing and Homeless Support	18,793	23,309	23,309	26,109	26,109	26,109
Canada / Alberta Affordable Housing	51,240	25,000	44,000	44,000	-	-
Alberta Social Housing Corporation - Housing Portfolio	45,569	45,897	45,897	45,897	45,897	45,897
Supportive Living and Long-Term Care	7,107	5,022	5,022	6,544	14,644	6,644
Public Guardian Services	5,243	5,776	5,776	6,710	6,910	8,910
Ministry Support Services	4,699	7,817	7,578	8,170	8,370	8,370
Alberta Aids to Daily Living	80,953	83,768	83,768	88,768	90,368	94,168
Affordable Housing Partnership Initiative	-	-	25,000	-	-	-
Lodge Renovations and Repairs	-	-	15,000	-	-	-
Rural Affordable Supportive Living	-	26,000	76,000	24,000	-	-
Valuation Adjustments and Other Provisions	615	185	185	185	185	185
Program Expense	1,416,623	1,627,191	1,767,327	1,816,804	1,815,804	1,865,804
Debt Servicing Costs						
Alberta Social Housing Corporation	41,212	38,983	38,983	65,779	21,735	20,395
MINISTRY EXPENSE	1,457,835	1,666,174	1,806,310	1,882,583	1,837,539	1,886,199
Gain (Loss) on Disposal of Capital Assets	31,734	28,135	26,676	36,473	16,323	11,853
NET OPERATING RESULT	(1,136,797)	(1,355,098)	(1,504,549)	(1,552,252)	(1,541,602)	(1,585,581)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	**2005-06 Budget**	**2005-06 Forecast**	**2006-07 Estimate**	**2007-08 Target**	**2008-09 Target**
Ministry Revenue	289,304	282,941	275,085	293,858	279,614	288,765
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	289,304	282,941	275,085	293,858	279,614	288,765
Ministry Program Expense	1,416,623	1,627,191	1,767,327	1,816,804	1,815,804	1,865,804
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**1,416,623**	**1,627,191**	**1,767,327**	**1,816,804**	**1,815,804**	**1,865,804**
Ministry Debt Servicing Costs	41,212	38,983	38,983	65,779	21,735	20,395
Inter-ministry consolidation adjustments	(15,943)	(14,805)	(14,805)	(42,785)	-	-
Consolidated Debt Servicing Costs	25,269	24,178	24,178	22,994	21,735	20,395
Consolidated Expense	1,441,892	1,651,369	1,791,505	1,839,798	1,837,539	1,886,199
Gain (Loss) on Disposal of Capital Assets	31,734	28,135	26,676	36,473	16,323	11,853
CONSOLIDATED NET OPERATING RESULT	(1,120,854)	(1,340,293)	(1,489,744)	(1,509,467)	(1,541,602)	(1,585,581)

Solicitor General and Public Security

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

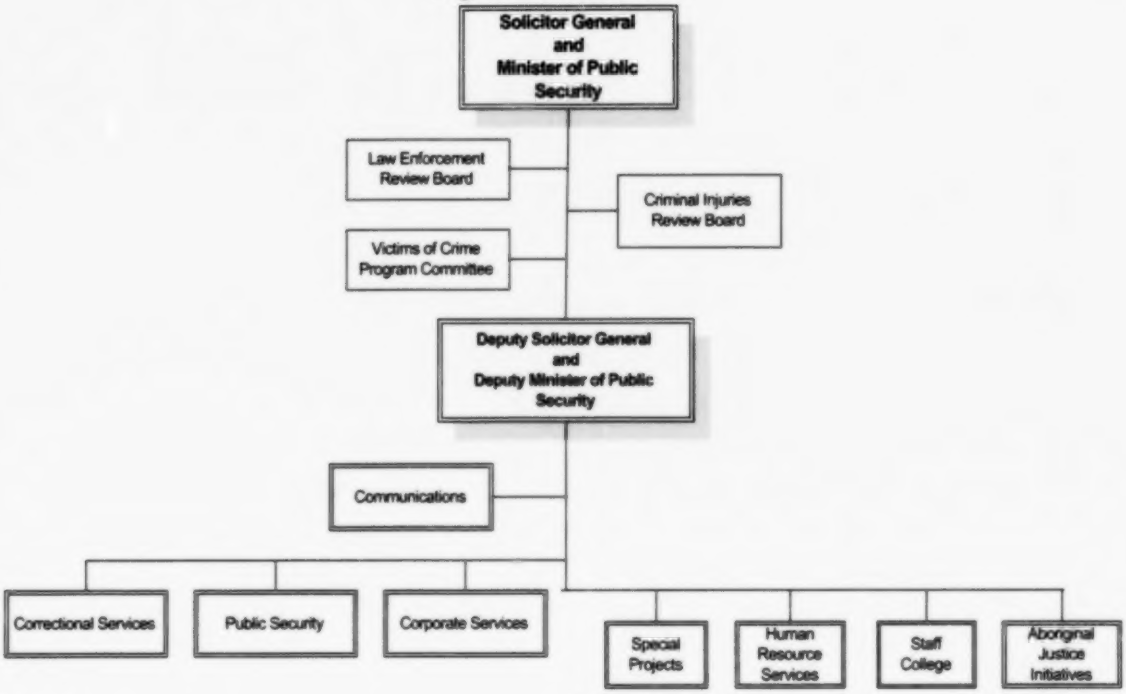
Harvey Cenaiko, *Solicitor General and Minister of Public Security*
March 1, 2006

THE MINISTRY

The Ministry of Solicitor General and Public Security includes the Department of Solicitor General and Public Security and the Victims of Crime Fund as entities for government reporting purposes, as well as the Law Enforcement Review Board, the Criminal Injuries Review Board and the Victims of Crime Program Committee. The Law Enforcement Review Board is an independent, quasi-judicial body established under the *Police Act* that hears appeals from citizens who have filed a complaint regarding the actions of a police officer and who are not satisfied with the disposition of their complaint. The Criminal Injuries Review Board considers requests for reviews concerning decisions on applications for financial benefits under the *Victim of Crime Act*. The Victims of Crime Program Committee is appointed by the Minister to make recommendations on grant applications, and to provide information with respect to programs and services that assist victims.

The Department of Solicitor General and Public Security is comprised of two operational divisions – Correctional Services and Public Security. The Corporate Services Division, Special Projects, Aboriginal Justice Initiatives unit, Communications unit and Strategic Human Resource Services provide support services to the Ministry. A more detailed description of the Ministry can be found on our Web site at **http://www.solgen.gov.ab.ca/**.

Organizational Chart


Solicitor General and Minister of Public Security
Law Enforcement Review Board
Criminal Injuries Review Board
Victims of Crime Program Committee
Deputy Solicitor General and Deputy Minister of Public Security
Communications
Correctional Services
Public Security
Corporate Services
Special Projects
Human Resource Services
Staff College
Aboriginal Justice Initiatives

VISION

Albertans have safe and secure communities in which to live, work and raise their families.

MISSION

To work in partnership with Albertans to promote safe and secure communities through effective crime prevention, policing, provincial security, correctional services and support to victims of crime.

VALUES

The Ministry is committed to, and guided by, honesty, integrity, respect, ethics, commitment, compassion and courage to accomplish its day-to-day activities and responsibilities.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

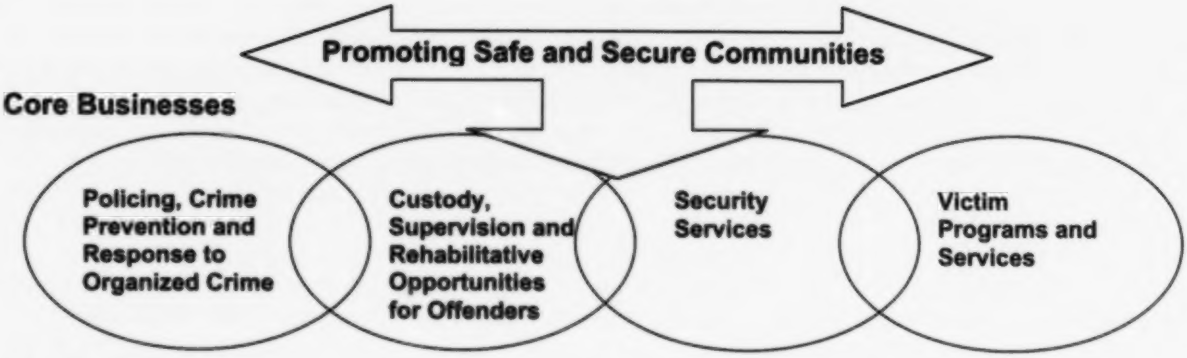
GOVERNMENT GOALS RELATING TO SOLICITOR GENERAL AND PUBLIC SECURITY

While the Ministry's core businesses and goals align with and support a number of government goals and priorities, the Ministry plays a key role in Goal 10: *Alberta will be a fair and safe place to work, live and raise families* and Goal 6: *Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help.*

STRATEGIC OPPORTUNITIES FOR THE NEXT TWENTY YEARS

The Ministry is primarily linked to the fourth opportunity - Making Alberta the Best Place to Live, Work and Visit. It will focus on the continued reduction of violent crime by improving its commitment to policing and community policing programs. The Ministry will also involve the communities, along with the private sector, families and individuals to build safer communities for Albertans. It will continue to urge the federal government to take steps that will better protect the community from crimes of violence. World events have highlighted a need to provide security from threats of a global nature. The Ministry will continue to focus on preparing for, responding to and recovering from major emergencies and disasters at the provincial and local levels.

Core Businesses


Promoting Safe and Secure Communities
Policing, Crime Prevention and Response to Organized Crime
Custody, Supervision and Rehabilitative Opportunities for Offenders
Security Services
Victim Programs and Services

Key Program Areas

- Municipal Policing Grants
- Oversight and Assistance for Municipal Policing
- Provincial Policing
- Aboriginal Policing
- Special Constable Program
- Private Investigator and Security Guards
- Policing Standards and Evaluations
- Traffic Safety Initiatives
- Crime Prevention and Restorative Justice

- Adult Remand and Sentenced Custody
- Adult Community Supervision
- Young Offender Custody
- Young Offender Community Supervision
- Youth Justice Committee Program
- Aboriginal Correctional Programs
- Corrections Criminal Intelligence Unit

- Security Operations
- Protection Services
- Legislature Security
- Executive Security
- Security and Information Management (SIM)

- Victims Programs
- Victims Financial Benefits

Support Services

Aboriginal Justice Initiatives, Human Resource Services, Planning and Policy Services, Information Technology Services, Financial Services, Communications

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The recognition of trends, identification of new challenges, and awareness of changes in other socio-economic sectors must be considered in setting the strategic direction for the 2006-09 Solicitor General and Public Security Business Plan. While many opportunities and challenges exist, the following issues have been identified as being significant for the Ministry.

Policing

In Alberta and the rest of Canada, a key challenge in policing centers on the question of whether police have the ability to objectively and fairly investigate themselves when a public complaint is made against one of their own. Alberta recently took the opportunity to amend the *Police Act* to provide additional oversight powers and responsibilities at both the municipal and provincial levels.

Organized Crime

As society has become more technologically advanced, the types of illegal activities available for exploitation have increased significantly. Criminal organizations are not only involved in traditional activities such as the illegal drug trade, prostitution, money laundering and people smuggling, but also such activities as telefraud, internet crime, identity theft, and credit card manufacturing.

Gangs are breeding grounds for organized crime. Organized crime crosses all boundaries, affects everyone, and presents increasing challenges for justice and law enforcement organizations. The economic and social impact of organized crime is enormous. Costs to health and social welfare programs, increases in insurance rates, consumer costs associated with credit card fraud and theft, and the targeting of our youth in the ever expanding drug market are examples of how organized crime impacts the lives of every citizen in Alberta. Through the coordinated efforts of Criminal Intelligence Service Alberta and Integrated Response to Organized Crime Unit, Alberta has the opportunity to combat organized crime.

Illicit Drugs

The impact of illicit drug use affects a person's physical health, society on the whole and the Alberta economy. The province is facing challenges by the increased manufacturing and use of methamphetamines and marijuana grow operations. Theses activities pose significant threats to public health and safety through increased levels of violence from organized crime and their involvement in other areas that are funded by the profits from drug cultivation and manufacturing. It is estimated that 80 per cent of organized crime group's funding is from drug trafficking.

Alberta is a leader in Canada when it comes to the response to methamphetamine and has taken the opportunity to network with other governments and stakeholders to address this growing problem. A cross-ministerial working group, in place since July 2003, has produced a comprehensive report on this issue and is currently implementing the recommendations of that report.

Terrorism

The nature of terrorism is changing and creates diverse challenges for both government and the private sector. Many factors are driving this change, including the erosion of national borders, increasing ease of travel, and technological advancements. Preventing terrorist activity depends on opportunities for collection, analysis and dissemination of information and intelligence, and on cooperation between law enforcement jurisdictions, levels of government and the private sector. The continued economic well-being of Alberta depends on our ability to manufacture and move trade commodities expediently and in a secure environment.

Correctional Issues

During the past several years there have been several significant changes in the Corrections environment that have created unique challenges and opportunities. There are now more adult offenders serving a conditional sentence under supervision in the community than there are offenders serving a custody sentence. As well, remand populations have been rising rapidly for several years and it is anticipated that this population will increase by 34 per cent over the next 3 years. These trends are not unique to Alberta. For Corrections, the rapidly rising remand population has placed significant strain on institutional capacity, which has potentially significant financial, operational and community safety implications.

Child Sexual Exploitation

The internet has substantially changed the nature of child sexual exploitation. It provides a perceived safe haven for perpetrators to exchange images of victims and share strategies on how to lure victims and avoid law enforcement. Protecting our children from exploitation continues to be a priority and challenge of the Ministry. To increase the opportunities to combat the exploitation and victimization of children, the Ministry announced the implementation of an Integrated Child Exploitation Unit.

Cyber Crime

Cyber crime refers to the specific crimes dealing with networks and computers (hacking) and the facilitation of traditional crime through the use of a computer (child pornography, hate crimes, telemarketing/internet fraud). The increasing use of the internet in society has created an opportunity for new crimes such as identity theft, as well as more technologically sophisticated methods for committing traditional crimes. One of the greatest challenges of cyber crime is that it can be committed from any country in the world, many of which are not subject to Canada's legal jurisdiction.

Partnerships among and between governments, law enforcement agencies, and the non-profit sector has created an opportunity to more effectively address the multi-faceted and multi-jurisdictional issues associated with cyber crimes.

Family Violence
Family violence continues to be a significant challenge in Alberta. In 2002, Alberta recorded the highest rates of spousal violence against women in Canada (11 per cent as compared to Canada's rate of 8 per cent). Family violence affects the individuals directly involved, children who witness it, and those in the community around them.

It is critical to maintain the momentum started by the Alberta Roundtable on Family Violence and Bullying in 2004. The challenge is to ensure that programs, education, and training opportunities already developed receive sustainable funding and are delivered as part of a coordinated and collaborative approach.

Aboriginal Initiatives
Aboriginal people are the youngest and fastest growing population in Alberta, with one-third of the Aboriginal population 14 years of age or younger. The disproportionate representation of Aboriginal people at all stages in the criminal justice system, both as victims and offenders, continues to be a considerable challenge. Additionally, the rise of Aboriginal gangs and associated violence is of particular concern.

The Ministry supports a number of initiatives that provide opportunities to address Aboriginal issues including First Nations policing and victim services, Aboriginal crime prevention and restorative justice initiatives, Aboriginal cultural and spiritual correctional centre programs, Aboriginal youth justice committees, cultural awareness training to Ministry staff, and Aboriginal community corrections programs.

Crime Prevention and Restorative Justice
During the 1999 Alberta Summit on Justice, greater community involvement in crime prevention and public safety was conclusively recommended. Summit recommendations included greater victim participation and offender accountability in justice processes. Reintroduction of the Alberta Community Crime Prevention and the Alberta Community Restorative Justice grant programs enhances the Ministry's ability to support community participation in addressing local crime concerns. The community need for sustainable funding and emerging crime issues such as identity theft, vehicle theft or social issues such as child sexual exploitation, family violence and bullying continue to challenge the Ministry as a leader in community safety and public security.

Victims of Crime
One of the challenges of crime is that it affects not only the victim, but also society as a whole. While victims of crime may suffer physical, emotional and financial losses, the cost to society for victims' health needs, policing and the criminal justice system continues to be a challenge. In Alberta, 98 per cent of municipal Police and RCMP detachments have access to a victim services unit. These units provide a range of services including providing information about the status of the police investigation and any criminal court proceedings, practical assistance, courtroom support and information about available programs and services.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry. Each strategic priority is linked to the Ministry goals they support.

1. **Policing** **Linkage: Goal 1**	A Ministry priority is to ensure that police have the necessary resources to meet both existing and emergent crime and public safety challenges in an increasingly dangerous environment and that the police operate under effective civilian oversight.
2. **Leading Practices** **Linkages: Goals 1, 2, 3 and 4**	Consistent with the Ministry's on-going commitment to ensuring public safety, the Ministry will bring increased focus on ensuring that correctional, policing, and security services reflect international best or leading practices.

3. Correctional Services **Linkage: Goal 2**	In order to bring greater efficiency and transparency to the entire spectrum of correctional services, the Ministry will engage federal correctional officials in discussions surrounding the potential integration of currently shared program delivery responsibility.
4. Traffic Safety **Linkage: Goal 1**	As part of the on-going commitment to safe homes and communities for all Albertans, the Ministry will use a coordinated approach with law enforcement and other stakeholders to reduce traffic deaths and injuries.
5. Emerging Technology **Linkages: Goals 1 and 3**	Based on the Ministry's Information Technology Strategic Plan, the Ministry will enhance operations internally to maximize emerging technology to support the core businesses and goals of the Ministry. The Ministry will work with public security agencies to maximize opportunities for information sharing, and will coordinate a major upgrade of communications capabilities for public security agencies across the province by utilizing the most current proven technology.
6. Victims of Crime **Linkage: Goal 4**	Further to the approved recommendations of the MLA *Report of the Alberta Victims of Crime Consultation,* the Ministry will develop and enhance programs and services for victims.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Policing, Crime Prevention and Response to Organized Crime

Ensuring safe communities in Alberta by ensuring adequate and effective policing, by targeting organized crime, and by developing and promoting crime prevention programs.

GOAL ONE 1 Provide leadership in policing and services that promote safe communities

What it means The Ministry oversees policing throughout the province, provides a provincial police service (through the RCMP), assists municipalities with their policing costs through the provision of municipal policing grants, and works with police and other agencies to develop, support or operate effective programs that specifically target organized and serious crime. Such programs include the Criminal Intelligence Service Alberta, the Integrated Response to Organized Crime Unit, the Integrated Child Exploitation Unit, the Serious and Habitual Offenders Program and Amber Alert. The Ministry works with the federal government and First Nations to provide effective First Nations policing.

Further, the Ministry works with communities, other provincial government departments and other levels of government to foster locally effective crime prevention and community safety programs, including those in Aboriginal communities. The Ministry continues to work with communities throughout Alberta to provide and administer funding support to youth justice committees, which help ensure that communities themselves have an integral role in administering justice and addressing the root causes of crime. Together, these activities help to promote safe and secure communities.

Strategies

1.1 Implement changes to the *Police Service Regulation* to ensure accountability and public confidence in law enforcement through citizen and government oversight, and development of timely and effective processes to investigate and resolve public complaints.

1.2 In partnership with other levels of government, implement a plan to target First Nations gang violence.

1.3 Develop plans for the establishment of a Police and Peace Officer Training Centre to ensure the highest standards of training for law enforcement personnel.

1.4 Implement the adopted recommendations arising out of the review of the special constable program and the review of the private security industry.

1.5 Work with partners and stakeholders to implement best practices and current technologies to facilitate information sharing and agency interoperability across law enforcement agencies, correctional programs, province wide emergency management services and other provincial and federal partners with public security responsibilities.

1.6 Continue implementation of Alberta's policing standards through field-testing and auditing to ensure police services provide adequate and effective policing in Alberta.

1.7 Work in partnership with police and other justice practitioners, Aboriginal communities, grass roots organizations, and stakeholders to foster the development of effective community justice initiatives that address local crime concerns.

1.8 Together with law enforcement agencies and other government departments, ensure safer communities by furthering strategies to address the sexual exploitation of children.

1.9 Support youth leadership development programming in Aboriginal communities.

1.10 Work in partnership with other government departments and stakeholders to reduce Aboriginal youth suicide.

1.11 Through the provision of financial grants and with the support of department staff encourage the involvement of interested communities in the administration of justice programs such as the Youth Justice Committee Program.

1.12 Work in partnership with other departments and agencies to implement an integrated province-wide response to family violence.

1.13 Work in partnership with other government ministries to raise awareness and develop appropriate strategies to address bullying.

1.14 Work with the federal government, Justice and police services to monitor the continued implementation of the *Sex Offender Information Registration Act* and implement subsequent potential legislative amendments to the *Act* and changes to sex offender registration in Alberta.

1.15 Work in partnership with other government ministries and policing services to combat the production, distribution and use of crystal methamphetamine and other illicit drugs in Alberta communities.

1.16 Continue to partner with policing stakeholders, including the Criminal Intelligence Service Alberta and the Integrated Response to Organized Crime Unit to support effective strategies to combat organized crime.

1.17 Work with other departments to coordinate efforts to improve the security of personal information for Albertans.

1.18 Work in partnership with Infrastructure and Transportation, Justice and other ministries to implement the recommendations of the "*Saving Lives on Alberta's Roads: Report and Recommendations for Traffic Collision Fatality and Injury Reduction Strategy*" report.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a **Public Perception of Safety in the Home** The percentage of Albertans who feel "reasonably safe" to "very safe" in their home after dark.	91%	91%	91%	91%
1.b **Public Perception of Safety in the Neighbourhood** The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	77%	82%	82%	82%
1.c **Victimization Rate** The percentage of Albertans who have reported being a victim of crime in the past year.	26%	25%	25%	25%
1.d **Crime Rate: Violent Crime and Property Crime** The rate (per 100,000 pop) of violent crime and rate of property crime as reported by police.	Violent Crime 1,087 (lowest) Property Crime 5,064 (lowest)	Lowest rate of four western provinces	Lowest rate of four western provinces	Lowest rate of four western provinces

Sources:

1.a, b, and c Annual Public Opinion Survey

1.d Crime Statistics in Canada, Canadian Centre for Justice Statistics

Core Business Two: Custody, Supervision and Rehabilitative Opportunities for Offenders

Ensuring effective and efficient security and supervision of offenders that enhances public safety while offering offenders opportunities to become law-abiding citizens.

GOAL TWO

2 Provide secure and cost effective custody, community supervision and rehabilitation of offenders

What it means By having properly trained staff and appropriate custody and community facilities, the Ministry ensures that offenders are appropriately supervised in the community, securely held in custody, and safely transported. The Ministry further ensures that offenders have access to a variety of rehabilitative services, mental health services and specialized programs such as sex offender treatment and assistance for individuals involved in prostitution. Education upgrading, life-skills and other skills training programs are also provided together with anger management training, substance abuse awareness, and spiritual programs. Work programs provide offenders the opportunity to complete constructive work activity and acquire new skills and transition programs help offenders prepare for release.

For offenders under supervision in the community, the Ministry delivers or ensures that offenders are referred to programs and services as ordered by the court. While the onus for change rests with the individual, it is believed that the change process can be facilitated through providing offenders with assistance and opportunities that promote positive and productive behaviours.

Strategies

2.1 Ensure the safety of the community through the close supervision of community and in-custody offenders in a cost effective manner.

2.2 Ensure training opportunities are provided to staff so they are best able to provide supervision to offenders.

2.3 Expand the Edmonton-based youth mental health/addictions program (Bridges Program) to Calgary.

2.4 Together with other government departments and stakeholders, provide comprehensive, integrated and effective supports for youth in transition.

2.5 Support the operation and further development of offender-focused domestic violence education and treatment programs in Alberta with the Alberta Mental Health Board, other ministries, and stakeholders.

2.6 Ensure appropriate strategies are in place to effectively manage and meet the needs of Fetal Alcohol Spectrum Disorder affected offenders and provide staff in the provincial correctional system with access to the information needed to facilitate the appropriate supervision of these offenders.

2.7 Based on the results of the Electronic Offender Monitoring Pilot Program in Edmonton, develop proposals for program expansion to other areas of the province.

2.8 Complete the implementation of a Correctional Intelligence Unit that ensures the appropriate collection and dispersal of information supporting general correctional operations and law enforcement efforts across the province.

2.9 Together with stakeholders, develop a proposal to support police arrest processing and detention units with Ministry correctional staff.

2.10 Renew efforts to attract qualified candidates to the Correctional Services Division and the Public Security Division through close liaison with post-secondary facilities throughout the province.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
2.a **Successful Completion of Temporary Absence Supervision** The percentage of offenders on temporary absence who do not incur a new criminal charge while under supervision.	99.7% (2004-05)	No lower than 99%	No lower than 99%	No lower than 99%
2.b **Per Diem Cost for Housing Adult Offenders in a Correctional Facility** The average cost per day to house one adult inmate in a correctional facility.	$102.95 - the lowest cost per diem per offender in Canada (2003-04)	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.c **Number of Escape Incidents From Secure Custody or During Transport** The number of escape incidents from secure custody (within a correctional facility) or under escort.	0	0	0	0
2.d **Per cent of Offenders Involved in Work, Education, Treatment or Life Management Programs** The percentage of incarcerated offenders involved in provincial work, education and life management programs.	88%	85%	85%	85%

Sources:

2.a Administrative data, Correctional Services Division

2.b Canadian Centre for Justice Statistics, Adult Correctional Services in Canada

2.c and d Administrative data, Correctional Services and Public Security Division

Core Business Three: Security Services

Ensuring safe communities in Alberta by providing security services to government officials, personnel, and the judiciary. Maintaining the capability to anticipate and respond to changes in terrorism threat levels through partnered responses involving federal government agencies, the Security and Information Management Unit and Criminal Intelligence Service Alberta.

GOAL THREE 3

Provide comprehensive provincial security services and crisis management

What it means The Ministry will continue to develop a world-class security and emergency preparedness framework for the province. The Ministry is responsible for security of government officials, property, and operations, including court and legislative security. It is responsible for counter terrorism intelligence and crisis management planning in coordination with federal, provincial, municipal and industry partners and stakeholders.

Strategies

3.1 Enhance security information communication channels and security risk awareness in the province.

3.2 Develop and implement counter-terrorism strategies in cooperation with Alberta law enforcement and intelligence communities, private and public sector organizations, and national and international counterparts.

3.3 Work with government partners to plan and conduct security audits, to establish minimum security standards of government owned and leased facilities.

3.4 In consultation with federal and provincial partners determine the terrorism threat level in Alberta and where appropriate, distribute the information through Alberta's Emergency Notification System to key personnel in emergency management.

3.5 Increase security in seventy court locations throughout the province as a first line of defense for Alberta courts.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a **Stakeholder Satisfaction with Services of the Security and Information Management Unit** The percentage of SIM Unit clients who feel satisfied, overall, with the services or information they have received from the Unit in the past 12 months.	89%	89%	90%	90%

Source:
3.a Client Satisfaction Survey, Public Security Division

Core Business Four: Victims Programs and Services

Ensuring victims are treated with dignity and respect and that they receive information about programs and services, assistance during the criminal justice process, and that eligible victims promptly receive financial benefits.

GOAL FOUR 4

Provide services and programs to support victims of crime

What it means The Ministry ensures that eligible victims of crime receive prompt financial benefits and assists community groups and organizations to establish programs and initiatives that meet the needs of victims of crime. The Financial Benefits Program assists victims of violent crime by providing one-time payments that are based on the injuries they received. The Victims Grant Program provides grants to eligible groups and organizations that provide programs and initiatives that benefit victims of crime.

Strategies

4.1 Implement the government-accepted recommendations of the MLA *Report of the Alberta Victims of Crime Consultation* that relate specifically to the Ministry over the next several years. This report provides a 10-year vision for the development of programs and services for victims of crime and provides recommendations for the achievement of that vision. The strategy includes plans to:

- Implement and expand the awareness campaign to ensure Albertan's knowledge of available victims' programs and services;
- Through partnerships with Justice, police and community stakeholders create a more meaningful role for victims during their involvement in the criminal justice system;
- Improve accountability and monitoring of services provided to victims by funded organizations; and
- Enhance victim services in Aboriginal and/or isolated communities.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a **Satisfaction with Services Provided to Applicants for Victim Financial Benefits** Satisfaction rate (based on a five-point rating scale) with services provided to applicants for victim financial benefits.	4.01	4.00	4.00	4.00

Source:
4.a Client Satisfaction Survey, Public Security Division

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Policing, Crime Prevention and Response to Organized Crime	184,585	213,890	219,296	240,787	250,069	248,477
Custody, Supervision and Rehabilitative Opportunities for Offenders	139,539	149,706	155,642	165,096	166,833	168,425
Security Services	16,865	23,235	24,102	27,574	29,966	29,966
Victims Programs and Services	13,673	15,175	14,102	16,703	16,216	16,216
MINISTRY EXPENSE	354,662	402,006	413,142	450,160	463,084	463,084

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Transfers from Government of Canada	21,401	21,657	21,367	21,882	20,157	20,157
Investment Income	377	275	325	325	325	325
Premiums, Fees and Licences	352	350	350	350	350	350
Other Revenue	19,282	18,340	18,790	18,790	18,790	18,790
MINISTRY REVENUE	41,412	40,622	40,832	41,347	39,622	39,622
EXPENSE						
Program						
Ministry Support Services	11,179	12,700	13,114	17,593	17,597	17,597
Public Security	194,673	229,531	235,571	257,770	269,289	267,758
Correctional Services	134,845	144,912	150,636	158,580	160,431	161,962
Victims of Crime Fund	13,353	14,596	13,504	15,950	15,500	15,500
Valuation Adjustments and Other Provisions	612	267	317	267	267	267
MINISTRY EXPENSE	354,662	402,006	413,142	450,160	463,084	463,084
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(313,250)	(361,384)	(372,310)	(408,813)	(423,462)	(423,462)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	41,412	40,622	40,832	41,347	39,622	39,622
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	41,412	40,622	40,832	41,347	39,622	39,622
Ministry Expense	354,662	402,006	413,142	450,160	463,084	463,084
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**354,662**	**402,006**	**413,142**	**450,160**	**463,084**	**463,084**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(313,250)	(361,384)	(372,310)	(408,813)	(423,462)	(423,462)

Sustainable Resource Development

BUSINESS PLAN 2006-09

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 23, 2006 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

David Coutts, *Minister of Sustainable Resource Development*
February 28, 2006

THE MINISTRY

The Ministry of Sustainable Resource Development consists of the Department of Sustainable Resource Development; the Natural Resources Conservation Board; the Surface Rights Board; the Land Compensation Board; and the Environmental Protection and Enhancement Fund. Working with other ministries, and within a strategic framework defined by 11 Acts and associated regulations, the Ministry provides leadership on integrated resource policy, resource allocation, and resource stewardship and assurance. The Ministry strives to achieve balance among differing uses and advance a consensus-based approach to meet the current needs without compromising resource use by future generations. As the primary manager of public lands, the Ministry works with industry sectors, communities, and other stakeholders to provide opportunities that support prosperity. As stewards, the Ministry promotes respectful use of the province's natural resources through partnerships with resource users.

VISION

Alberta's lands, forests, fish and wildlife benefit present and future Albertans.

MISSION

Sustainable Resource Development encourages balanced and responsible use of Alberta's natural resources through the application of leading practices in management, science, and stewardship.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

2006-09 Government of Alberta Strategic Business Plan Goals	***2006-09 Sustainable Resource Development Business Plan Goals***
Goal 1 – Alberta will have a diversified and prosperous economy ***Strategic Opportunity – Unleashing Innovation***	*Goal 1 – Alberta's public lands, including rangelands, are healthy, productive and sustainable* *Goal 6 – Timely and impartial decisions on resource development and confined feeding operations are made in the public interest*
Goal 3 – Alberta's international competitiveness will be enhanced ***Strategic Opportunity – Competing in a Global Marketplace***	*Goal 4 – Alberta's forests support a competitive and sustainable forest sector*
Goal 10 – Alberta will be a fair and safe place to work, live and raise families *Goal 11 – The high quality of Alberta's environment will be sustained* ***Strategic Opportunity – Making Alberta the Best Place to Live, Work and Visit***	*Goal 2 – Alberta's forests and forest communities are protected from wildfires* *Goal 3 – Alberta's forests and forest landscapes support healthy ecosystems and vibrant communities* *Goal 5 – Alberta's fish and wildlife resources and their habitats are healthy, productive and sustainable*
Goal 14 – Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life	*Relates to Goals 1-5 listed above*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Maintaining Alberta's dynamic economy over the long term is the direct result of the sustainable management of the province's natural resources. This management requires balance among the environmental, economic and social benefits that Albertans receive from these resources. Viewing natural resources and environment as inter-related parts of a system is key to achieving success in sustainable resource management.

Challenges influencing the strategic direction of the Ministry include:

- **Alberta's Busy Landscape:** *A broad... consensus exists that the once-open frontier has closed, that Alberta's finite land base and its stock of natural capital are under mounting pressure from population growth and economic development and that the pressure will only intensify in the years to come.*[1]

  Resource development will continue to be a vital part of the Alberta economy into the foreseeable future. To support their economic viability and growth, many industry sectors (oil and gas, forestry, agriculture, tourism) require increasing and secure access to public land and the associated natural resources. At the same time, the public has an interest in accessing public land for a spectrum of non-consumptive and consumptive (such as fishing and hunting) recreational activities.

---

[1] Canada West Foundation, Managing Prosperity: Developing a Land Use Framework for Alberta, July 2005

Alberta's current land use policies were developed in a period of resource abundance. Current growth trends in industry sectors and in Alberta's population put considerable pressures on the finite public resources challenging the Ministry's ability to reach and support informed, integrated resource management decisions. The forecast for continued growth has created a need for the Government of Alberta to adapt the province's land use framework. This will provide the tools to resolve an increasing and often conflicting competition for the allocation and use of public lands, and to value natural resources according to their ecological, social and economic contributions to Alberta.

- **Natural Environmental Trends:** Sustainable Resource Development is constantly challenged to adjust its programs and management strategies to address changing environmental conditions over which the Ministry has little or no control. Recent flooding across the province has affected fish and wildlife populations and their natural communities. The severity of pest outbreaks such as mountain pine beetle, spruce budworm, and grasshoppers are dependent on climate variability and will have significant impact on how the Ministry manages the landscape.

  A significant natural challenge is the mountain pine beetle, the most destructive insect pest of mature pine forests in North America. Mature pine forests along the eastern slopes, especially by the Alberta/British Columbia and Alberta/United States borders, are most vulnerable to mountain pine beetle attack. The mountain pine beetle's impact has become a landscape issue, extending into the areas of natural resource industry, biodiversity, watersheds, wildfire management and public land use. In addition to infesting the lodge pole pine, there is a significant probability that, without a major effort to control and mitigate the entry of the mountain pine beetle into the province, the insect could attack other conifer species (i.e., jack pine) and spread across the country into Eastern Canada.

- **Resource Sector Sustainability:** Natural resource industries require regulatory regimes to ensure reliable and fair market access. A significant trend in the world marketplace has been the requirement for resource industries to demonstrate the sustainability of their business practices. Within the forest sector, this trend has translated into requirements for certification that demonstrate sustainable forest management practices. A challenge for the Ministry is to ensure that its policy, legislative and regulatory frameworks support and facilitate progress to ensure natural resource industry sustainability. These efforts should capture the principle of stakeholder engagement and provide information about how companies and communities can work together to design successful and mutually beneficial projects.

Arising from these challenges are opportunities to demonstrate leadership in managing Alberta's public natural resources to support vibrant communities, competitive industry, and a healthy environment.

Opportunities that Sustainable Resource Development will explore in 2006-09 include:

- **Shared Outcomes:** Sustainable Resource Development, in co-operation with Alberta Energy and Alberta Environment, will implement the Sustainable Resource and Environmental Management Framework to achieve government-wide sustainable resource and environmental management outcomes. Innovative partnerships, processes and tools will be identified to deliver the actions that best contribute to the desired outcomes and objectives of sustainable resource management.

- **Integrated Policies, Standards, Information Systems and Responsibility:** Through the use of integrated management approaches like the Sustainable Resource and Environmental Management Framework, Sustainable Resource Development will:
  - minimize the industrial footprint on the landscape, support future resource-based opportunities, and maintain ecological integrity and biodiversity;
  - harmonize sustainable resource and environmental management standards that use an integrated cross-ministry approach and a formalized stakeholder consultation process;

  - provide environmental and resource information systems within government and with external information providers that enable easy access to data and information required across government by industry, stakeholders and the public; and
  - assign responsibility, authority and accountability for the full lifecycle of each natural resource project/activity to a single regulator.

- **Public Education and Outreach:** Sustainable Resource Development will pursue an outreach program to provide Alberta's youth, educators, resource sector clients, the media and the general public with information on sustainable and responsible resource management and use practices, Ministry programs, and changes in legislative requirements.

STRATEGIC PRIORITIES 2006-09

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Using and Respecting the Land **Linkage: Goals 1, 2, 3, 4, 5 and 6**	A provincial Land Use Framework will be developed with a new approach to land management that allows the government to ensure that the province's land base is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans.
2. Sustainable Resource and Environmental Management Framework **Linkage: Goals 1, 2, 3, 4 and 5**	The framework will achieve outcome-based management systems, integrated sustainable resource and environmental management policies, and streamlined regulatory processes. Key components of the framework include: Resource Information Systems – Integrate environmental and resource information systems to enable easy access to data and information required across government by industry, stakeholders, and the public. Integrated Land Management – Develop and implement policies, guidelines and practices that work towards minimizing the industrial, commercial and recreational footprint on public lands.
3. Stewardship **Linkage: Goals 1, 2, 3, 4 and 5**	The Ministry will enhance its promotion of a stewardship ethic with partners, shareholders and industry through public education and outreach programs.
4. Rural Development Strategy **Linkage: Goals 1, 3, 4, 5 and 6**	Alberta's Rural Development Strategy will provide a framework for initiatives, programs and policies that will help sustain the province's rural communities. The Ministry will work to maintain or improve Alberta's air, water and soil for the well-being of current and future generations through essential policy, legislation, information and services related to soil conservation, water quality, range management, climate change, and biodiversity.
5. Biodiversity Strategy **Linkage: Goals 1, 2, 3, and 5**	Alberta's natural advantage will be maintained through the development of an Alberta approach to biodiversity and endangered species management.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry of Sustainable Resource Development delivers four core businesses. The Department of Sustainable Resource Development is responsible for three core businesses: Lands, Forests, and Fish and Wildlife. These three core businesses are delivered through the divisions of Forest Protection, Fish and Wildlife, Public Lands and Forests, and Strategic Forestry Initiatives, with support from Strategic Corporate Services, Policy and Planning, Human Resources, and Communications.

Core Business 1, **Lands**, integrates leading planning and management practices to develop common goals for the use of Alberta's public lands that cross multiple stakeholders and demands. This "place-based" stewardship approach to natural resource management combines the efforts of other ministries toward achieving the goal of sustaining the benefits Albertans receive from their natural resources.

Core Business 2, **Forests**, ensures the multiple benefits received from the province's forests are realized by utilizing a combination of leading forest management, forest wildfire protection and forest industry practices to provide leadership and oversight in the management of Alberta's forests.

Core Business 3, **Fish and Wildlife**, manages fish and wildlife species based on the best available science and integrated decision-making processes that generate new information for informed, future decision-making. The sound stewardship of fish and wildlife resources facilitates consumptive (fishing and hunting) and non-consumptive recreational opportunities compatible with healthy, diverse fish and wildlife populations.

Core Business 4, **Land, Access and Compensation Boards**, is the purview of the Ministry's three boards, which are guided by specific legislation that provide them with their mandates. While these boards report to the Minister of Sustainable Resource Development, they make their formal decisions independently, in accordance with their governing legislation. The Natural Resources Conservation Board conducts independent public reviews of projects that may affect the natural resources of Alberta and also regulates new or expanding confined feeding operations. The Surface Rights Board conducts hearings when an operator and a landowner or an occupant fail to reach an agreement regarding entry or compensation related to resource activity on privately owned or occupied public lands. The Land Compensation Board is responsible for policies and procedures for situations where a landowner's property is expropriated by a public authority.

Core Business One: Lands

GOAL ONE 1 Alberta's public lands, including rangelands, are healthy, productive, and sustainable

What it means Alberta's public lands are managed to optimize their current and long-term economic, environmental and social values within the context of sound resource management decision-making to facilitate the optimum balance of the multiple activities occurring on it. Activities include energy development, forestry, recreation and other uses.

Strategies

1.1 Provide an integrated, balanced approach to land use through a land management policy, legislative and regulatory framework that optimizes the benefits Albertans receive from these resources.

1.2 Develop and implement policies, guidelines and practices that mitigate the footprint of industrial and commercial development on public land.

1.3 Encourage Albertans in leading practices in stewardship on Alberta's public lands and rangelands through education, outreach and monitoring.

1.4 Ensure dispositions for the use of public lands are issued in a timely, effective manner with the appropriate and relevant conditions.

1.5 Monitor existing dispositions to ensure the sustainability of public resources for other users.

1.6 Provide an efficient and effective information management system for dispositions on public lands.

1.7 Ensure that Alberta's livestock industry has access to long-term, secure public rangeland grazing.

1.8 Support sustainable range management practices and decisions through coordinated inventories, knowledge transfer and applied research programs.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a **Industrial Disposition Planning**				
Percentage of active oil and gas industrial dispositions subject to long-term plans	22%	35%	35%	35%
1.b **Timely, Efficient Disposition Decisions**				
Average number of working days for completion of industrial dispositions	20.6	<20	<20	<20
Average number of working days for completion of geophysical approvals	6.4	<10	<10	<10
1.c **Public Rangeland Allocation**				
Animal unit months[1] allocated (millions)	1.7	1.6	1.6	1.6
1.d **Rangeland Sustainability**				
Percentage of rangeland leases in good standing	93%	90%	90%	90%

Note:

[1] Animal unit month is defined as the amount of forage required to feed one animal unit (one cow with calf at side) for 30 days. This amount is approximately 1,000 pounds of forage dry matter.

Core Business Two: Forests

GOAL TWO

2 Alberta's forests and forest communities are protected from wildfires

What it means Wildfire management protects the multiple benefits received from forests within the Forest Protection Area of the province by working cooperatively with municipalities, industry, and other stakeholders; supporting outreach programs that promote responsible forest management; and using the best science and technology available to prevent and suppress wildfires.

Strategies

2.1 Provide a preparedness framework that enables the province to respond to wildfires in the Forest Protection Area of the province. Key elements of the framework include effective policies, readiness, training, prevention, detection and early response.

2.2 Reduce the risk and damage caused by wildfires by incorporating FireSmart practices and principles in cooperation with the public, industry and local governments.

2.3 Respond to wildfires through a management regime that quickly contains and suppresses wildfires within the Forest Protection Area to minimize related losses.

2.4 Encourage wildfire prevention in Alberta's forests through education, outreach and monitoring.

Performance Measures	**Last Actual (2004-05)**	**Target 2006-07**	**Target 2007-08**	**Target 2008-09**
2.a **Detection**[1]				
Detected wildfires reported within 5 minutes:				
By Lookout Towers	95%	90%	90%	90%
By Air	99%	90%	90%	90%
2.b **Response**[1]				
Wildfires actioned before they reach 2.0 hectares in size	93%	90%	90%	90%
2.c **Containment and Suppression**[1]				
Wildfires contained at 4.0 hectares or less in size	93%	90%	90%	90%
Wildfires contained within the first burning period	91%	85%	85%	85%

Note:

[1] Performance data is based on wildfires occurring between April 1 and October 31 in the Forest Protection Area.

A performance measure for "Prevention and reduction of human-caused wildfires" will be added to Goal 2 once sufficient baseline data has been collected.

GOAL THREE 3 Alberta's forests and forest landscapes support healthy ecosystems and vibrant communities

What it means The multiple benefits received from the province's forests and forest landscapes are protected by collaborating with stakeholders; supporting education and outreach programs that promote responsible use and effective management; and utilizing leading policy, regulation, legislation and science.

Strategies

3.1 Provide a clear, balanced approach to forest and forest landscape management through a policy, legislative and regulatory framework that optimizes the benefits Albertans receive from forests and forest lands.

3.2 Manage infestations of insects, disease and weed pests in Alberta's forests through effective detection and management strategies that recognize shared responsibility with industry, and municipal and federal governments.

3.3 Ensure sustainable forest management through adaptive forest management planning and practices by government and industry, coupled with appropriate compliance, assurance and reporting mechanisms.

3.4 Encourage leading practices in stewardship in Alberta's forests through education, outreach and monitoring.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a **Timber Allocation**[1]				
Annual allowable cut (in million cubic metres)	24	Harvest does not exceed annual allowable cut		
Harvest (in million cubic metres)	19			
3.b **Forest Sustainability**				
Average age (years) of forest management plans in the Green Area[2]	6	≤8	≤8	≤8
3.c **Reforestation**				
Reforestation rate in harvested areas[3]	94%	>80%	>80%	>80%

Notes:

[1] Data for this measure is calculated as a five-year rolling average, based on the timber year (May to April).

[2] Average age of forest management plans is determined on a weighted average basis.

[3] Preliminary data.

GOAL FOUR 4 Alberta's forests support a competitive and sustainable forest sector

What it means The Ministry effectively manages Alberta's forest issues and strategic initiatives, including handling trade matters, finalizing the strategy for the remaining unallocated timber in the province, and tenure renewal. A strong commitment to strong, healthy Alberta communities is demonstrated through the promotion of existing efforts and pursuing new opportunities for sustainable economic growth within the forest sector.

Strategies

4.1 Support the forest industry with increasing knowledge and research capacity required to expand opportunities for value-added processing.

4.2 Work with International and Intergovernmental Relations and other jurisdictions to resolve the softwood lumber trade dispute.

4.3 Ensure Albertans receive an economic return for use of fibre produced on forested public lands that is consistent with the valuation of the resources.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a **Timber Revenue**[1]				
Percentage of timber royalties owed to the province collected	100.0%	99.5%	99.5%	99.5%

Note:

[1] Based on a three-year rolling average. Note that "royalties owed" is estimated as revenue collected plus a three-year rolling average of debt written off (which could have been accrued from a previous year's revenue).

Core Business Three: Fish and Wildlife

GOAL FIVE 5

Alberta's fish and wildlife resources and their habitats are healthy, productive and sustainable

What it means Alberta's fish and wildlife resources and natural communities are conserved, restored and enhanced for the benefit of current and future generations through a comprehensive set of strategies for managing the province's aquatic and terrestrial environments.

Strategies

5.1 Provide a clear, balanced approach to fish and wildlife management through a policy, legislative and regulatory framework that optimizes the benefits Albertans receive from these resources.

5.2 Ensure Albertans receive benefits from consumptive and non-consumptive uses of wild species.

5.3 Encourage leading practices in habitat conservation, maintain up-to-date management plans and implement species-at-risk initiatives through expanded partnerships with conservation agencies, industries, government and academia.

5.4 Maintain high levels of compliance and ensure timely and effective responses to non-compliance with fish and wildlife legislation by delivering appropriate public education and outreach, prevention and enforcement programs and monitoring the use of fish and wildlife resources.

5.5 Minimize adverse human-wildlife interactions resulting in threats to human safety or property damage by providing assistance and information to landowners and the general public.

5.6 Detect, diminish and manage threats from wildlife diseases and invasive alien species through collaborative mechanisms with appropriate stakeholders.

5.7 Consult Albertans on biodiversity as part of the Land Use Framework.

5.8 Maintain and protect the province's aquatic ecosystems by delivering the Ministry's commitment to Water for Life: Alberta's Strategy for Sustainability.

Performance Measures	Last Actual (year)	Target 2006-07	Target 2007-08	Target 2008-09
5.a **Healthy Sustainable Wildlife Populations** Percentage of Species at Risk	1.4% (2000-01)	<5%	<5%	<5%
5.b **Benefits from Wild Species** Percentage of Albertans who reported watching and enjoying wildlife[1]	41% (2004-05)	>40%	>40%	>40%

Note:

[1] Focus Alberta 2004 survey.

Additional performance measures for "Healthy Sustainable Wildlife Populations" will be added to Goal 5 once sufficient baseline data has been collected.

Core Business Four: Land, Access and Compensation Boards

GOAL SIX 6

Timely and impartial decisions on resource development and confined feeding operations are made in the public interest

What it means

The **Natural Resources Conservation Board** reviews proposed, major, non-energy, natural resource-related projects under the *Natural Resources Conservation Board Act* to ensure that the social, economic and environmental needs of the public are addressed. The Board also regulates confined feeding operations under the *Agricultural Operation Practices Act* by reviewing applications, ensuring compliance with the Act and permit conditions, and conducting appeals of decisions issued at the operational level.

The **Surface Rights Board** is an arbitration board authorized to allow entry on private and public land for energy activities. The board also sets the compensation payable by the energy company to the persons affected by the entry.

The **Land Compensation Board** is an arbitration board authorized to determine the amount of compensation payable to a landowner or a tenant whose land is taken by an authority such as a municipality or the province for public works or projects.

Strategies

6.1 Ensure resources are available to undertake *Natural Resources Conservation Board Act* reviews in a timely fashion.

6.2 Support an efficient process by enhancing communications with stakeholders to ensure all participants understand the *Natural Resources Conservation Board Act* review process.

6.3 Improve the *Natural Resources Conservation Board Act* review process though solicited feedback.

6.4 Facilitate, in coordination with Alberta Agriculture, Food and Rural Development, an effective confined feeding operation extension program.

6.5 Streamline the confined feeding operations application process to reduce delays in issuing decisions.

6.6 Increase the use of facilitation and mediation to resolve confined feeding operations issues.

6.7 Implement a risk-based approach to confined feeding operation complaint response with priority where there is a potential for environmental risk.

6.8 Issue Right-of-Entry Orders to energy companies permitting activity on private or public lands.

6.9 Determine compensation for right-of-entry and review compensation throughout the lifetime of the energy activity.

6.10 Settle disputes and determine compensation for damages arising from energy activities.

6.11 Recommend payment of compensation to landowners where operators default.

6.12 Assess compensation amounts payable to landowners.

6.13 Enhance public awareness and openness of Land Compensation Board proceedings by developing an information website and online access to board decisions.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
6.a ***Natural Resources Conservation Board Act* Reviews** Percentage decisions issued within 80 working days of the conclusion of the review[1]	100%	100%	100%	100%
6.b ***Agricultural Operation Practices Act* Applications** Percentage of decisions issued within 50 working days from the date the application is complete (all requirements have been met and the applications is "deemed complete")[1]	80%	85%	85%	85%
6.c ***Agricultural Operation Practices Act* Compliance** Percentage of complaint files resolved or requiring no further action within 90 days[1]	97%	90%	95%	95%

Note:

[1] Preliminary Data

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Lands	36,606	47,247	47,302	56,731	56,837	56,837
Forests	227,019	116,202	212,009	120,943	121,182	121,882
Fish and Wildlife	41,971	48,687	48,745	51,018	52,186	52,286
Land, Access and Compensation Boards	8,497	8,836	8,836	8,846	8,846	8,846
Environment Statutory Programs	4,065	4,925	4,925	3,725	2,675	2,675
MINISTRY EXPENSE	318,158	225,897	321,817	241,263	241,726	242,526

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
REVENUE						
Transfers from Government of Canada	4,075	3,658	3,658	4,093	3,813	3,813
Investment Income	2,799	3,885	3,885	2,625	2,625	2,625
Premiums, Fees and Licences	188,309	142,117	185,940	148,960	140,160	146,760
Other Revenue	7,519	6,291	6,291	5,198	4,098	4,098
MINISTRY REVENUE	202,702	155,951	199,774	160,876	150,696	157,296
EXPENSE						
Program						
Wildfire Management	192,528	73,768	161,236	77,397	77,823	78,523
Natural Resource and Public Land Management	105,161	128,931	137,361	140,022	141,099	141,199
Land, Access and Compensation Boards	8,497	8,836	8,839	9,077	9,077	9,077
Ministry Support Services	7,463	8,382	8,401	9,987	9,997	9,997
Environment Statutory Programs	4,065	4,925	4,925	3,725	2,675	2,675
Valuation Adjustments and Other Provisions	444	1,055	1,055	1,055	1,055	1,055
MINISTRY EXPENSE	318,158	225,897	321,817	241,263	241,726	242,526
Gain (Loss) on Disposal and Write Down of Capital Assets	2,202	4,000	4,000	4,000	4,000	4,000
NET OPERATING RESULT	(113,254)	(65,946)	(118,043)	(76,387)	(87,030)	(81,230)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	202,702	155,951	199,774	160,876	150,696	157,296
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	202,702	155,951	199,774	160,876	150,696	157,296
Ministry Expense	318,158	225,897	321,817	241,263	241,726	242,526
Inter-ministry consolidation adjustments	(4,065)	(4,925)	(4,925)	(3,725)	(2,675)	(2,675)
Consolidated Expense	**314,093**	**220,972**	**316,892**	**237,538**	**239,051**	**239,851**
Gain (Loss) on Disposal and Write Down of Capital Assets	2,202	4,000	4,000	4,000	4,000	4,000
CONSOLIDATED NET OPERATING RESULT	(109,189)	(61,021)	(113,118)	(72,662)	(84,355)	(78,555)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Wildfire Management	8,089	24,753	14,753	37,053	27,053	27,053
Natural Resource and Public Land Management	2,200	3,324	3,324	1,884	1,884	1,884
Land, Access and Compensation Boards	-	17	17	17	17	17
Ministry Support Services	94	100	100	40	40	40
MINISTRY CAPITAL INVESTMENT	10,383	28,194	18,194	38,994	28,994	28,994

Alberta Heritage Savings Trust Fund

BUSINESS PLAN 2006-09

Table of Contents

Introduction 363

Mission 363

Background and Fiscal Context 363

Heritage Fund Structure and Investment Objective 364

Goals, Investment Strategies, Outcomes and Performance Measures ... 364

Risks to Goals, Investment Strategies, Outcomes and Performance Measures 367

Accountability to Albertans 368

Management and Accountability 369

Income and Expenses 370

Risks to the Investment Income Forecast 371

Expense Forecast 372

Appendices

A: Description of Benchmark Indices for the Heritage Fund 373
B: Business Plan Performance Measures 375
C: Glossary 376

The Business Plan was reviewed and approved by Treasury Board on February 1, 2006, and by the Legislature's Standing Committee on the Alberta Heritage Savings Trust Fund on February 8, 2006.

Subsequent Events: After the Business Plan was reviewed by the Legislature's Standing Committee, the government decided to deposit $1 billion into the Heritage Fund in 2005-06 and a further $1 billion in 2006-07. In addition, a decision was made to make an early repayment of the Alberta Social Housing Corporation's debentures held by the Heritage Fund. The Heritage Fund Income Forecasts Table on page 370 and the Heritage Fund Expense Forecast Table on page 372 have been updated to reflect these decisions.

INTRODUCTION

This is the tenth business plan for the Alberta Heritage Savings Trust Fund (Heritage Fund), which amends the previous business plans and incorporates updated financial information and income forecasts. The plan sets out specific investment objectives, goals and strategies to achieve the Heritage Fund's objectives as expressed in the legislation.

MISSION

The mission of the Heritage Fund is to provide prudent stewardship of the savings from Alberta's non-renewable resources by providing the greatest financial returns on those savings for current and future generations of Albertans.[1]

BACKGROUND AND FISCAL CONTEXT

- The Heritage Fund was created in 1976 to save a portion of non-renewable resource revenue. The Heritage Fund grew from a portion of Alberta's oil and gas revenue being deposited into the Fund from inception until 1987. As well, prior to 1982, the Heritage Fund retained its income.

- On January 1, 1997, the Heritage Fund was restructured in response to a public review and, after a transition period, is now an endowment fund. The restructuring included a new governance structure as well as the establishment of new investment objectives and performance measures.

- Public consultation on the future mandate of the Heritage Fund was conducted in the form of a survey mailed to all Alberta households in 2002. The survey confirmed the importance of the Heritage Fund as an endowment, underscoring the need to preserve its real value over the long term.

- The *Alberta Heritage Savings Trust Fund Act* includes a provision to retain a portion of the Heritage Fund's income in the Fund to protect its real value. Regular inflation-proofing of the Heritage Fund commenced in 2005-06.

- Assets and income of the Heritage Fund are fully consolidated with the assets and revenue of the Province. All income earned during a fiscal year is transferred to the General Revenue Fund (GRF), except for amounts retained for inflation proofing.

- In accordance with the *Access to the Future Act*, additional assets will be allocated to the Access to the Future endowment within the Heritage Fund, up a maximum of $3 billion. An amount equal to 4½ percent of the endowment will be allocated annually to the Access to the Future Fund from the General Revenue Fund to enhance advanced education opportunities for Albertans. An initial allocation of $750 million has been made to the Heritage Fund for this purpose in 2005-06.

---

[1] Preamble to the *Alberta Heritage Savings Trust Fund Act.*

HERITAGE FUND STRUCTURE AND INVESTMENT OBJECTIVE

The *Alberta Heritage Savings Trust Fund Act* created an endowment with the objective of maximizing long-term financial returns. The Act requires the Minister of Finance, when making investments, to adhere to investment and lending policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and obtain a reasonable return that will enable the endowment to meet its objectives.

GOALS, INVESTMENT STRATEGIES, OUTCOMES AND PERFORMANCE MEASURES

GOAL ONE 1

Preserve the real value of assets

What it means The *Alberta Heritage Savings Trust Fund Act* provides for the maintenance of the Fund's real value by requiring the Heritage Fund to be inflation-proofed. Investments must be made with the objective of maximizing long-term financial returns. Equities have typically provided investors with higher historical total returns (current income and capital appreciation) than fixed income investments, and therefore constitute a significant proportion of the portfolio.

Strategy

- In accordance with the *Alberta Heritage Savings Trust Fund Act*, retain a portion of Heritage Fund income equal to the value of the Fund at the end of the fiscal year multiplied by the percentage increase in the Canadian gross domestic product price index. This will ensure that the Heritage Fund grows with inflation over time.

GOAL TWO 2

Achieve budgeted cumulative income forecasts during a 5-year planning horizon

What it means Heritage Fund income is included in consolidated revenue of the province. Consequently, the level and variability of Heritage Fund income is important to the government's fiscal plan. However, the benefit of long-term capital appreciation is also desired.

The Heritage Fund is invested in a diversified portfolio that includes fixed income securities, Canadian equities, US equities, non-North American equities, private equity and income investments, absolute return strategies, timberland and real estate. The Fund is invested to generate long-term returns to assist in supporting the Province's income and spending needs. It is widely accepted that a prudent mix of interest-bearing securities, equities, real estate and alternative asset classes best achieves the objective of optimizing financial returns as it provides enhanced expected returns and diversifies risk. While income may fluctuate from year to year, over a five-year period it is reasonable to expect income forecasts to be met.

The following strategies, expected outcomes and performance measures pertain to both Goals 1 and 2.

Strategies

- Implement the policy asset mix as per the Heritage Fund's Investment Policy Statement. The asset mix was based on the conclusion of a 2003 asset mix study and a review of current market conditions and new investment products. See Table 1 for the current policy allocation of the Heritage Fund.

  - Increase investments in non-traditional asset classes.

    Increasing exposure to non-traditional asset classes (e.g. absolute return strategies and private investments) can create a portfolio with improved risk/return trade-offs even after the additional investment costs associated with these assets are taken into account.

  - Reduce Canadian fixed income and public equity investments.

    These investments will be gradually reduced to accommodate the increase in non-traditional asset classes.

  - Review, and if deemed appropriate, add new investment products to potentially enhance return and reduce the total risk of the portfolio.

- Vary the allocation of assets to enhance returns.

  Based on the outlook for financial markets, Alberta Investment Management may vary the allocation of liquid assets to enhance returns.

TABLE 1: Current Policy Allocation and Policy Benchmarks

Allocation	Policy Benchmark	Actual as of Dec. 31, 2005	2005-06	2006-07	2007-08	2008-09
Cash & Absolute Return Strategies						
Money Market	Scotia Capital 91-Day Treasury Bill	0.6%	2%	1%	1%	1%
Absolute Return Strategies	HFRX Global Investable Index - Hedged C$	4.3%	5%	5%	5%	5%
Fixed Income						
Public Fixed Income	Scotia Capital Universe Bond Index	30.4%	33.0%	29.0%	29.0%	29.0%
Inflation Sensitive						
Real Estate	Investment Property Databank Large Institutional Property Index	10.7%	10.0%	10.0%	10.0%	10.0%
Private Income	CPI + 6%	0.6%	0.0%[1]	4.0%	4.0%	4.0%
Timberland	CPI + 4%	0.4%	0.0%	2.0%	2.0%	2.0%
Equities						
Canadian	Standard & Poor's / TSX Composite Index	20.4%	15.0%	15.0%	15.0%	15.0%
US	Standard & Poor's 1500 Index	14.5%	15.0%	15.0%	15.0%	15.0%
Non-North American	Morgan Stanley Capital International Europe, Australasia, Far East	16.5%	15.0%	15.0%	15.0%	15.0%
Private Equity	CPI + 8%	1.6%	5.0%1	4.0%	4.0%	4.0%
Total		100%	100%	100%	100%	100%
Additional Notional Exposures						
Active Currency Overlay[2]		-	5%	5%	5%	5%
Absolute Return Strategies Overlay[3]		-	5%	5%	5%	5%

[1] In the 2005-08 Business Plan Policy Portfolio, the 5% allocation to Private Equities included allocations to both Private Equities and Private Income. However, the breakdown between Private Equities and Private Income was not separately disclosed.

[2] Allocations to active currency overlays are shown as targeted notional exposure. These strategies have notional exposure to various currencies, but generally have near zero net exposure.

[3] Absolute return strategy overlays are investments in absolute return strategies that are used in conjunction with public equity indices to enhance portfolio returns.

- Continue to practice responsible investing by investing in companies that operate legally and in countries that maintain normal trade relations with Canada. Also, use proxy voting to advance good governance and management practices.

Expected Outcomes

- Income forecasts are achieved on a cumulative basis over five years.
- Real value of assets is preserved over a 20-year horizon.
- The Heritage Fund policy asset mix is expected to generate a real rate of return of 4.5% at an acceptable level of risk over a moving five-year period.
- Active management will add 50 basis points (0.50%) of value above the stated benchmark return, over a moving 5-year period.

Performance Measures

- The market value rate of return of the policy benchmark will be compared against the Consumer Price Index (CPI) plus 4.5% to determine whether the investment policy is achieving the returns expected based on long-term capital market assumptions.
- The actual market value rate of return will be compared against the policy benchmark return to determine the impact of fund management on performance using the appropriate policy benchmarks for each asset class. Alberta Investment Management will seek to add 50 bps (0.50%) of value per year (after fees are deducted) over a five-year investment horizon.
- See Table 1 for the corresponding benchmark for each asset class and Appendix A for a description of each benchmark.
- Achieve sustained, real market value of assets.
- Achieve income forecasts over a 5-year planning horizon.

RISKS TO GOALS, INVESTMENT STRATEGIES, OUTCOMES AND PERFORMANCE MEASURES

Investment returns and income will vary significantly from year to year for the following reasons:

- The well-established capital market principle that increased expected returns are accompanied by increased risk.
- An investment policy to maximize long-term returns implies a weighting towards investments in equities. Equities have historically provided investors with higher total returns (dividends and capital gains) than fixed income investments; however, dividend yields in general are lower than interest rates. An equity portfolio will provide lower current income while the magnitude and timing of realizing capital gains is uncertain.
- Given a well-implemented private equities program, private equities can provide investment returns above those of public equities. However, by their nature, private equity investments are highly illiquid and are associated with an investment horizon of five to ten years to realize investment gains. Some private equity investments are subject to potentially large or total investment losses.
- Absolute returns strategies have gained prominence in recent years with an expectation of stable returns. However, this market is very fragmented, with many different strategies and investment fees above those of traditional managers. In some cases, there have been large losses sustained in the industry by otherwise well informed and highly professional investors. Manager selection and oversight are therefore critical to successful implementation.
- To better manage risks, Alberta Investment Management is in the process of implementing a comprehensive risk management program based on value-at-risk.

ACCOUNTABILITY TO ALBERTANS

GOAL THREE 3

Ensure the transparency of the Heritage Fund's objectives and results for Albertans

What it means Results from the Looking Forward survey confirm Albertans want a strong, healthy Heritage Fund that is used primarily for savings. Ongoing communication through published reports and news releases will ensure Albertans remain aware of the performance of the Heritage Fund.

Strategies

- Release quarterly and annual reports on a timely basis in simple, understandable language.
- Release summary reports of the Heritage Fund's investment activities and results for Albertans on a timely basis.
- Publish the Heritage Fund Business Plan annually.
- The Legislature's Standing Committee will hold annual public accountability meetings around Alberta to report on the Heritage Fund's results and to answer questions on the Fund's performance.

Expected Outcome

- Improved understanding by Albertans of the management, operations, investment philosophy and performance of the Heritage Fund.

Performance Measures

- Timeliness of reports and public accountability meetings.
- Knowledge of Albertans regarding information provided about the Heritage Fund.
- Annual report will be released by June 30 of each year.
- Quarterly reports will be released within two months after the conclusion of the quarter.
- Albertans are satisfied with their knowledge of the Heritage Fund, with 50% able to estimate the Fund's value.

MANAGEMENT AND ACCOUNTABILITY

- The mission and investment objectives for the Heritage Fund have been established in legislation and are summarized above.

- A Standing Committee of the Legislature has been created by legislation and has the following responsibilities:

  - To review and approve annually the business plan for the Heritage Fund;
  - To receive and review quarterly reports on the operation and results of the Heritage Fund;
  - To approve the annual report of the Heritage Fund;
  - To review after each fiscal year end the performance of the Heritage Fund and report to the Legislature as to whether the mission of the Heritage Fund is being fulfilled; and
  - To hold public meetings with Albertans on the investment activities and results of the Heritage Fund.

- The Minister of Finance is responsible for the operation of the Fund.

- The Endowment Fund Policy Committee advises the Minister of Finance by reviewing and recommending for approval the business plan, quarterly and annual reports, and the investment policies for the Heritage Fund. The Committee includes a majority of private sector members with relevant financial and business expertise.

- The Policy and Strategic Planning Division of Alberta Finance is responsible for providing investment policy support for the Heritage Fund to the Minister of Finance and the Endowment Fund Policy Committee.

- Alberta Investment Management, the investment operations group of Alberta Finance, makes ongoing investment decisions. Alberta Investment Management uses external managers for certain investments that have the potential to generate high returns but require specialized resources.

- The Auditor General is the auditor of the Heritage Fund.

- When making investments, Alberta Investment Management, acting on behalf of the Minister of Finance, will adhere to investment and lending policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk or loss and obtain a reasonable return that will enable the Heritage Fund to meet its objectives. Therefore, the Fund is not to be used for economic development or social investment purposes.

INCOME AND EXPENSES

- Capital gains and losses on traditional investments are not recognized as income until the investment is sold or, given a significant loss, is written down. Therefore, gains and losses that are included in reported rates of return may not be immediately reflected in realized income. In contrast, income and expenses on equity index swaps are accrued as earned, resulting in gains and losses being realized as income as they occur.

The income forecasts include:

- Interest income;
- Dividend income;
- Capital gains or losses only when they are realized, such as when an investment is sold or written down; and
- Income and expense on index swaps and interest rate swaps accrued as earned.

- The income forecasts do not include unrealized capital gains. The Heritage Fund records investments at cost, which exclude unrealized gains and losses. The fair value of investments in provided for information purposes. CICA public sector standard setters are currently reviewing the issues surrounding the accounting and reporting of financial instruments at fair value for governments.

- Following are current forecasts of Heritage Fund income based on the assumptions noted. Actual results will vary from projected income depending on the extent to which actual interest rates and equity market returns vary from the assumptions used.

TABLE 2: Heritage Fund Income Forecasts

Forecast Annual Income ($ millions)	**2005-06**	**2006-07**	**2007-08**	**2008-09**
Unconsolidated Investment Income	1,212	917	833	847
Consolidated Investment Income	1,196	874	833	847
Amounts Retained for Inflation Proofing	(345)	(242)	(309)	(300)
Transfer to General Revenue Fund	867	675	525	546
Forecast Fair Value of the Fund ($billions)	14.3	15.5	15.8	16.3

The Heritage Fund income forecasts are supported by the assumptions made in the following tables.

TABLE 3: Asset Mix Assumptions

	2005-06[1]	2006-07	2007-08	2008-09
Money Market	0.8	1.0	1.0	1.0
Absolute Return Strategies	4.7	5.0	5.0	5.0
Fixed Income	31.7	29.0	29.0	29.0
Real Estate	9.8	10.0	10.0	10.0
Public Equities	50.2	45.0	45.0	45.0
Private Investments	2.4	8.0	8.0	8.0
Timberland	0.4	2.0	2.0	2.0

[1] The assumptions for 2005-06 reflect the average asset class weights assumed by the forecast model, which take into account actual experience to Dec. 31, 2005 and the asset mix policy delineated in the 2005-08 Business Plan.

TABLE 4: Capital Market Rate of Return Expectations

	2005-06	2006-07	2007-08	2008-09
10-year Bond Rate	4.15	4.95	5.80	6.00
Canadian Public Equities	7.0	7.0	7.0	7.0
Foreign Public Equities	8.0	8.0	8.0	8.0
Private Investments, Timber, Absolute Return Strategies	8.5	8.5	8.5	8.5
C$/US$ Exchange Rate	0.84	0.86	0.85	0.85

Source for Return Expectations: Alberta Finance / Alberta Investment Management

RISKS TO THE INVESTMENT INCOME FORECAST

1. If equity returns are lower than assumed, accounting investment income will be lower depending on the extent of the decrease in equity returns and the amount and timing of turnover in the equity portion of the Heritage Fund.

2. If interest rates increase, the market price of bonds held by the Heritage Fund would typically decline. Accounting investment income will decrease depending on the extent of the interest rate increase and the amount and timing of turnover in the fixed income portion of the Heritage Fund.

EXPENSE FORECAST

The preceding forecasts of income for the Heritage Fund are gross of estimated direct investment expenses. Estimated investment expenses are as follows:

TABLE 5: Heritage Fund Expense Forecast[1]

	2006-07	2007-08	2008-09
		($ millions)	
Direct Management Costs	2.8	2.9	3.1
Externally Managed Investment Pools	31.5	33.7	36.1
Internally Managed Investment Pools	6.9	8.0	8.4
TOTAL	**41.2**	**44.6**	**47.6**
As a % of Fair Value	0.27%	0.28%	0.29%

[1] Due to factors such as differences in assumed and actual experience in asset class allocations and growth in the size of the Heritage Fund, actual expenses may differ from forecasted expenses.

Administrative expenses include both direct and indirect administrative expenses, which include staff time, supplies and services, investment service costs and advisory services.

The forecast increase in costs is due to increased staff and systems costs, increased size of the fund, and increased allocation to non-traditional asset classes (absolute return strategies and private investments), which are more costly to manage.

APPENDIX A

Description of Benchmark Indices for the Heritage Fund

Scotia Capital 91-day T-Bills Index (SC T-Bills Index)
The T-Bill Index measures the performance of the Canadian money market. Comprised of 91-day Government of Canada treasury bills, which are rolled into new bills at each Government of Canada treasury bill auction. Maintained by Scotia Capital Management. The index provides a benchmark upon which the performance of the cash, short-term and money market investments of the Heritage Fund can be compared.

Scotia Capital Universe Bond Index
The Universe Bond Index provides a broad measure of the Canadian fixed income market. Consists of semi-annual pay fixed rate bonds issued domestically in Canada and denominated in Canadian dollars, with a remaining effective term to maturity of at least one year. It is an investment grade index, and thus only includes securities rated BBB and higher. Maintained by Scotia Capital Management. The index provides a benchmark upon which the performance of the longer-term fixed income investments of the Heritage Fund can be compared.

S&P/TSX Composite Index
With its broad economic sector coverage, the S&P/TSX Composite is the standard indicator of performance for Canadian equity markets. Comprised of over 70% of the market capitalization for Canadian-based, Toronto Stock Exchange listed issuers. Currently in the process of integrating income trusts into the Index with existing companies. Maintained by the S&P/TSX Index Committee, which comprises of 7 members representing both Standard & Poor's and the Toronto Stock Exchange. The index provides a benchmark upon which the performance of the Canadian equity investments of the Heritage Fund can be compared.

Standard & Poor's 500 Index
The S&P 500 is the standard gauge of the large capitalization, US equity market. Comprised of 500 leading companies in leading industries of the US economy, the S&P 500 has coverage of over 80% of the US equity market. Maintained by the S&P Index Committee, whose members include Standard and Poor's economists and index analysts. The index provides a benchmark upon which the large cap US equity investments of the Heritage Fund can be compared.

Standard & Poor's Composite 1500 Index
The S&P 1500 combines the S&P 500, S&P MidCap 400 and the S&P SmallCap 600 indices to provide a broad measure of the US equity market. Comprises approximately 90% of the market capitalization of investable US equities. Maintained by the S&P Index Committee. The index provides a benchmark upon which the performance of the US equity investments of the Heritage Fund can be compared.

Morgan Stanley Capital International Europe, Australasia, Far East Index (MSCI EAFE Index)
The MSCI EAFE is designed to measure international equity performance. Currently, the MSCI EAFE provides exposure to 21 different countries representing the developed markets outside of North America in Europe, Australasia and the Far East. Maintained by Morgan Stanley Capital International. The index provides a benchmark upon which the performance of the international equity investments of the Heritage Fund can be compared.

Consumer Price Index (CPI)
The Consumer Price Index (CPI) measures changes in consumer prices experienced by Canadians. The index includes about 600 commodities specified to represent the price movement in 169 basic commodity classes. The Index is maintained by Statistics Canada.

The CPI provides information on the relative performance of the Heritage Fund. The benchmark performance is CPI+4% for timberland investments, CPI+6% for private income investments, and CPI+8% for private equity investments.

IPD Large Institutional All Property Index
The IPD Large Institutional All Property Index measures the total return from the real estate portfolios of six large Canadian institutional investors, which have portfolios valued greater than $1.5 billion. Maintained by the Institute of Canadian Real Estate Investment Managers and International Property Databank. The index provides a benchmark upon which the real estate investments of the Heritage Fund can be compared.

HFRX Global Investable Index (Hedged C$)
This is a custom index with two components: a US dollar denominated index and a currency hedge. The index component is maintained by Hedge Fund Research, Inc. and utilizes an objective, rules-based methodology to diversify across hedge fund managers that have low correlations to traditional asset classes. The currency hedge component is maintained by AIM and reflects the return to be realized by passively hedging the underlying US dollar currency exposure. The custom index provides a benchmark upon which the absolute return strategies investments of the Heritage Fund can be compared.

APPENDIX B

Business Plan Performance Measures (as of December 31, 2005)

Business Plan Performance Measures
Time Weighted Rates of Return
(Percent %)

	Current Quarter	Nine Months	One Year	Five Years[1]
Overall Return[2]	3.2	10.3	12.6	5.7
ENDOWMENT PORTFOLIO				
Short term fixed income	0.7	2.0	2.7	3.1
SC 91 Day T-Bill	0.7	2.0	2.6	3.0
Long term fixed income	0.8	6.1	7.3	8.1
SC Universe Bond Index	0.7	5.3	6.5	7.4
Canadian equities	3.0	19.6	24.9	7.3
S&P/TSX Index	2.9	18.9	24.1	6.6
United States equities	2.3	3.1	1.7	(4.1)
S&P 1500 Index[3]	2.5	3.9	2.4	(4.2)
Non North American equities	4.9	12.3	13.2	0.4
MSCI EAFE Index	4.5	9.6	10.0	0.1
Real Estate	11.3	18.8	28.9	12.5
IPD Large All Property Index[4]	11.8	17.5	19.1	10.4
Absolute Return Strategies	0.4	2.5	4.6	n/a
HFRX Global Hedged Index[5]	1.2	6.3	8.0	n/a
Private equities	3.8	11.0	12.0	n/a
CPI + 8%	2.1	7.8	10.0	n/a
Private income	1.9	20.5	22.5	n/a
CPI + 6%	1.6	6.4	8.0	n/a
Timberland	(1.0)	n/a	n/a	n/a
CPI + 4%	1.1	n/a	n/a	n/a
Total Endowment Portfolio	3.2	10.3	12.6	4.9
Policy Benchmark	3.1	9.6	11.0	4.2

[1] Returns for five years are annualized

[2] The overall return includes the Endowment Portfolio and past returns of the Transition Portfolio which was wound up in the first half of 2002-03

[3] Prior to April 1, 2004, the benchmark for US equities was the S&P 500 Index

[4] The amounts reported for the IPD Large All Property Index are estimated and may vary significantly from the actual amounts when received. Prior to June 1, 2005, the benchmark for real estate was CPI plus 5%. Prior to April 1, 2002, the benchmark was the Russell Canadian Property Index

[5] Prior to July 1, 2005, the benchmark return was CPI plus 6%

APPENDIX C

Glossary

Absolute Return Strategy

Absolute Return Strategies encompass a wide variety of investments with the objective of realizing positive returns regardless of the overall market direction. A common feature of many of these strategies is buying undervalued securities and selling short overvalued securities. Some of the major types of strategies include long/short equity, fixed income arbitrage, merger arbitrage, macroeconomic strategies, convertible arbitrage, distressed securities and short selling.

Active Management

Attempts to achieve portfolio returns greater than a specific index while controlling risk, either by forecasting broad market trends or by identifying particular mispriced sectors of a market or securities in a market.

Asset Allocation

The investment process by which the investment manager chooses or allocates funds among broad Asset Classes such as stocks and bonds.

Asset-Backed Securities

These are debt instruments collateralized by a pool of assets such as automobile loans or equipment leases.

Asset (or Investment) Class

Refers to a broad category of investments with similar characteristics (the typical asset classes are cash, stocks, bonds and real estate).

Benchmark Index

A Benchmark Index is a statistical yardstick tracking the ups and downs of a particular market by monitoring a representative group of securities over time. For example, the Scotia Capital Universe Bond Index is a benchmark index that is designed to reflect the changes in the Canadian bond market.

Bond

A bond is a financial instrument representing a debt where the issuer (corporation or government) promises to pay to the holder a specific rate of interest over the life of the bond. On the bond's maturity date, the principal is repaid in full to the holder.

Capital Gain (or Capital Loss)

The market value received on the sale of an asset, which is higher (lower) than its purchase price (also called cost or book value). If an asset is bought for $50 and sold for $75, the realized capital gain or profit is $25.

Diversification

Diversification is a process of allocation of investment assets within an Asset Class and among asset classes. Diversification is intended to reduce risk.

Dividends

Earnings distributed to shareholders of a company, proportionate to their ownership interest.

Duration (or Modified Duration)

Modified duration is a measure of price volatility and is the weighted average term to maturity of the security's cash flows (i.e., interest and principal), with weights proportional to the present value of the cash flows. Bonds with a longer duration are more price-sensitive to interest rate changes than bonds with short durations.

Equities

Equities are synonymously called stocks or shares and represent an ownership interest in a company (could be either a public or private firm). The shareholder normally has voting rights and may receive dividends based on their proportionate ownership.

Inflation

Increases in the general price level of goods and services. Inflation is one of the major risks to investors over the long-term as savings may actually buy less in the future.

Interest-Bearing Securities

An investment that is required to pay a fixed interest rate at periodic intervals such as bonds, mortgages and debentures.

Investment Grade

An investment grade bond is rated a minimum of BBB (or equivalent) by a rating agency, with AAA being the highest grade. Bonds rated below BBB are generally classified as being speculative grade and carry higher levels of credit risk than investment grade bonds (i.e., they have a higher probability of default on interest or principal payments).

Long-term

A long-term investment horizon in the context of the Heritage Fund means a period of time that would include two business cycles, which would generally mean about 10 years.

Market Value Rate of Return

An annual percentage, which measures the total proceeds, returned to the investor per dollar invested. Total proceeds for market value rates of return = "money in the bank" plus paper profits or losses (paper profits or losses are also called Unrealized Capital Gains or Losses). "Money in the bank" means cash interest and dividends and realized capital gains or losses from selling the investment.

Median Return

The median return of a group of investment managers reflects the return associated with the manager ranked at the 50th percentile (the 50th percentile is that point where half the managers had a higher return, and half the managers had a lower return).

Money Market Instruments

Debt instruments such as Treasury Bills or corporate paper with a maturity of less than one year.

Mortgage-Backed Securities (MBS)

An MBS is a debt instrument that has an ownership claim in a pool of mortgages or an obligation that is secured by such a pool.

Mortgage Investment

A mortgage investment is a debt instrument collateralized by real assets (e.g., a building) and requiring periodic payments consisting of interest and principal.

Nominal Rate of Return

A measure of the earnings performance of a fund measured in current dollars.

Passive Management

Buying or investing in a portfolio that represents a market index without attempting to search out mispriced sectors or securities.

Portfolio

A collection of investments owned by an investor.

Private Equity

An equity investment in a private (not publicly traded) company.

Private Income

A private investment that is structured to provide high current income. Examples of investment opportunities considered to be private income include infrastructure projects, bridge loans and corporate finance arrangements.

Real Rate of Return

The nominal rate of return minus the rate of inflation.

Realized/Unrealized

Terms generally used to describe Capital Gains or Losses. A gain or loss is generally realized when an asset is sold; prior to sale the gain or loss is unrealized and it is only a potential or "paper" gain or loss.

Timberland

Refers to investment in privately owned areas of woodland; that is, forested areas consisting of both hardwood and softwood species. When responsibly managed, timberland investments are a renewable and sustainable resource that responds to demand for lumber and paper products, and provides benefits such as diversification, an inflation hedge, and relatively high yield within the context of a portfolio.

INDEX OF CHARTS AND TABLES

Province of Alberta

BUDGET

06

STRENGTHENING TODAY,
Securing Tomorrow

Table of Contents

Government of Alberta Strategic Business Plan

Introduction 4

Goal Expense and Percent of Total Expense

  Goal One 23
  Goal Two 26
  Goal Three 27
  Goal Four 29
  Goal Five 31
  Goal Six 33
  Goal Seven 35
  Goal Eight 37
  Goal Nine 39
  Goal Ten 41
  Goal Eleven 43
  Goal Twelve 45
  Goal Thirteen 47

Capital Plan Investment and Percent of Three-Year Total

  Goal Fourteen 50

Expense by Goal 52
Expense by Goal by Ministry (2006-07 Estimate) 52
Expense by Core Business 53
Core Business Key 53

Ministry Business Plans

Aboriginal Affairs and Northern Development

  Expense by Core Business 68
  Ministry Statement of Operations 68
  Consolidated Net Operating Result 68

Advanced Education

  Expense by Core Business 80
  Ministry Statement of Operations 80
  Consolidated Net Operating Result 80

Agriculture, Food and Rural Development

  Expense by Core Business 89
  Ministry Statement of Operations 90
  Consolidated Net Operating Result 90

Children's Services

  Expense by Core Business 103
  Ministry Statement of Operations 103
  Consolidated Net Operating Result 104

Community Development
  Expense by Core Business 115
  Ministry Statement of Operations 115
  Consolidated Net Operating Result 116
  Capital Investment by Program 116
Economic Development
  Expense by Core Business 130
  Ministry Statement of Operations 130
  Consolidated Net Operating Result 130
Education
  Ministry Statement of Operations 141
  Consolidated Net Operating Result 142
Energy
  Expense by Core Business 155
  Ministry Statement of Operations 155
  Consolidated Net Operating Result 156
Environment
  Expense by Core Business 167
  Ministry Statement of Operations 168
  Consolidated Net Operating Result 168
Executive Council
  Expense by Core Business 176
  Ministry Statement of Operations 176
  Consolidated Net Operating Result 176
Finance
  Expense by Core Business 189
  Ministry Statement of Operations 189
  Consolidated Net Operating Result 190
Gaming
  Expense by Core Business 198
  Ministry Statement of Operations 199
  Consolidated Net Operating Result 199
Government Services
  Expense by Core Business 213
  Ministry Statement of Operations 213
  Consolidated Net Operating Result 214
Health and Wellness
  Expense by Core Business 230
  Ministry Statement of Operations 230
  Consolidated Net Operating Result 231
  Capital Investment by Core Business 231
  Capital Investment by Program 231
Human Resources and Employment
  Expense by Core Business 247
  Ministry Statement of Operations 248
  Consolidated Net Operating Result 248

Intrastructure and Transportation
Expense by Core Business 267
Ministry Statement of Operations 267
Consolidated Net Operating Result 268
Capital Investment by Core Business 268
Capital Investment by Program 268
Innovation and Science
Ministry Statement of Operations 280
Consolidated Net Operating Result 280
International and Intergovernmental Relations
Expense by Core Business 288
Ministry Statement of Operations 288
Consolidated Net Operating Result 288
Justice
Expense by Core Business 300
Ministry Statement of Operations 300
Consolidated Net Operating Result 300
Municipal Affairs
Expense by Core Business 312
Ministry Statement of Operations 312
Consolidated Net Operating Result 312
Restructuring and Government Efficiency
Expense by Core Business 322
Ministry Statement of Operations 322
Consolidated Net Operating Result 322
Seniors and Community Supports
Expense by Core Business 334
Ministry Statement of Operations 334
Consolidated Net Operating Result 335
Solicitor General and Public Security
Expense by Core Business 348
Ministry Statement of Operations 348
Consolidated Net Operating Result 348
Sustainable Resource Development
Expense by Core Business 359
Ministry Statement of Operations 360
Consolidated Net Operating Result 360
Capital Investment by Program 360

Alberta Heritage Savings Trust Fund Business Plan
2006-09 Business Plan 361
Current Policy Allocation and Policy Benchmarks 366
Heritage Fund Income Forecasts 370
Asset Mix Assumptions 371
Capital Market Rate of Return Expectations 371
Heritage Fund Expense Forecast 372
Appendix B: Business Plan Performance Measures 375

Printed on Recycled Paper